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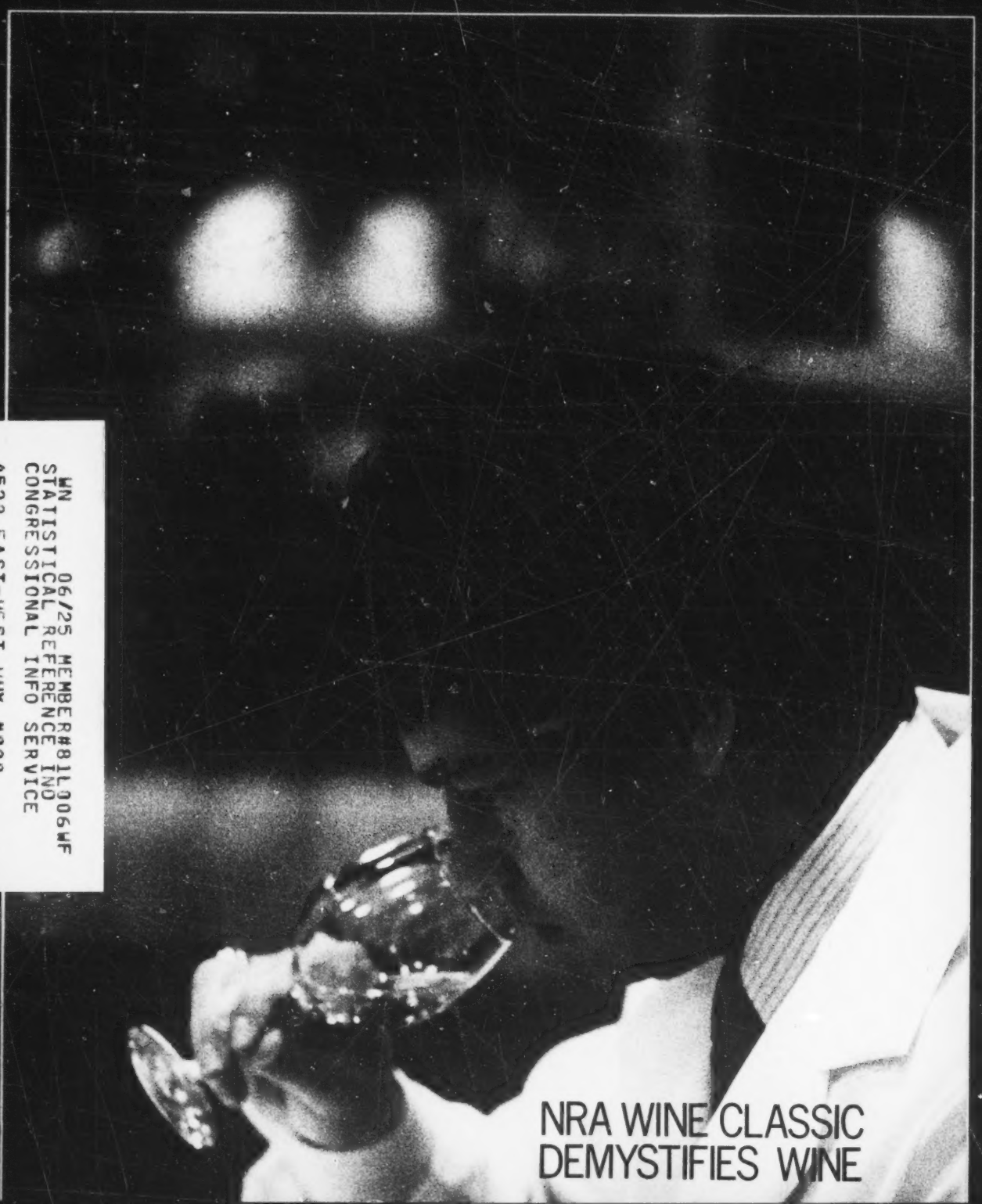
National Restaurant Association Vol. 5 ☐ No. 6 ☐ June/July 1985

NRA NEWS



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NRA MEETINGS

Seminars

Basic Supervision Courses

Basic Supervision in Foodservice

7/17	Memphis, TN
8/5	Portland, OR
8/14	Jackson, MS

Dining Room Management

7/9	Irvine, CA
7/30	Atlanta, GA
8/14	Denver, CO
8/21	Virginia Beach, VA
9/4	Winnipeg, Manitoba, Canada
9/16	Las Vegas, NV
9/24	Burlington, VT

Kitchen Management

7/9	Charleston, WV
8/7	Boston, MA
9/10	Charlotte, NC
9/12	Birmingham, AL
9/17	Toronto, Ontario, Canada

People-power and Profits

7/15	Newark, NJ
7/17	Portsmouth, NH
9/12	Tucson, AZ

Tools for Training

7/9	Phoenix, AZ
8/13	Tulsa, OK
9/4	Minneapolis, MN
9/18	Columbia, SC

Food Production Courses

Creative Buffets

7/15	Louisville, KY
9/9	Atlantic City, NJ
9/19	Newport, RI

The Pantry: Prep for Profit

8/1	Hartford, CT
8/15	Philadelphia, PA
9/11	Columbus, OH
9/25	Alexandria, VA

Perfecting Your Culinary Skills

7/30	Cleveland, OH
8/22	Baltimore, MD
9/10	Atlantic City, NJ
9/26	Austin, TX

Simplified Baking Workshop

8/13	Hyde Park, NY
9/17	San Diego, CA
9/19	Sacramento, CA

Soups and Sauces

8/5	Detroit, MI

Foodservice Management Courses

Banquet Management

9/10	Atlantic City, NJ
9/16	Washington, DC

Computers in Foodservice: A Primer

7/11	Portland, OR
7/23	San Jose, CA
8/13	Milwaukee, WI
9/23	Little Rock, AR

Computers in Foodservice: Advanced Technology

7/22	Seattle, WA
8/5	San Jose, CA
8/14	Milwaukee, WI
9/10	Detroit, MI

Employee Motivation

9/9	Owensboro, KY
9/11	Kansas City, MO

Food Cost Management

7/15	Sarasota, FL
8/12	Vienna, VA
9/9	Atlantic City, NJ
9/23	Denver, CO
9/30	Baltimore, MD

Menu Development

7/23	Madison, WI
7/25	Saginaw, MI
8/20	St. Louis, MO
9/17	Atlanta, GA
9/25	Shreveport, LA

Off-Premise Catering

9/4–5	Seattle, WA
9/9–10	Newton, MA

Operational Analysis

8/20–21	Denver, CO
9/18–19	Baltimore, MD

Planning & Implementing Restaurant Marketing Strategy

7/10–11	New Orleans, LA
8/7–8	Pittsburgh, PA
9/9–10	Atlantic City, NJ
9/25–26	Milwaukee, WI

Real Estate & Restaurant Site Selection

9/16–17	Jacksonville, FL

Restaurant Design & Facilities Planning

8/28–29	Houston, TX

National Conferences

National Conference on Marketing, Advertising and Promotions

8/25–28	Chicago, IL

Tenth Annual California Wine Workshop

9/20–25	Napa Valley, CA

National Conference on Catering

11/10–13	Las Vagas, NV

INFO '86: Independent Operators National Conference

2/16–19/86	Orlando, FL

National Conference on Computers

3/16–19/86	Washington, DC

For more information, please contact:
NRA Education Programs
311 First Street, N.W.
Washington, DC 20001
800-424-5156 or
202-638-6100

Study Group Meetings

Foodservice Security Council
7/14–17 Newport Beach, CA

Labor Relations
7/15–16 Boston, MA

Safety Officers
7/17–19 Newport Beach, CA

Internal Audit
9/ 17–20 New Orleans, LA

Financial Officers
9/18–20 Boca Raton, FL

Tax Executives
9/18–20 Boca Raton, FL

Large Independent Operators
9/26–28 Washington, DC

MIS (formerly EDP)
10/13–16 Boston, MA

Marketing Executives
10/23–25

Market Research
Fall, 1985

Foodservice Purchasing Managers
Fall, 1985

MAECO
Fall, 1985

For more information on specific study groups, contact Philip Kralovec, (312) 853-2525.

NRA NEWS

Vol. 5 No. 6 June/July 1985

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PRESIDENT'S REPORT

Ted Balestreri
Co-Owner
The Sardine Factory, Inc.
Monterey, California

I am honored to have been elected president of the National Restaurant Association at the NRA Annual Restaurant Hotel-Motel Show this past May. The more than 90,000 foodservice operators, suppliers and educators in attendance this year made the Show one of the biggest and most successful in its 66-year history. I am proud to be part of such a dynamic, professional group of people.

There were many highlights at this year's Show. You will have an opportunity to read about them all in the special post-Show report in this issue.

Fighting business meal deduction caps

Association activities quickly shifted from Chicago to Washington at the end of May as President Reagan introduced his tax simplification plan. On behalf of your association, I testified before the House of Representatives Ways and Means Committee opposing the portion of the White House's tax plan which caps the business meal deduction. The plan unfairly singles out the business marketing meal from among other marketing tools, such as advertising and promotions. The White House bill could mean a first-year loss of 144,000 foodservice jobs as well as a loss of $1.6 billion to federal, state and local treasuries. Your association will make every effort to assure that this proposed cap is not included in the final tax plan accepted by Congress.

NRA is enlisting the support of all its members as well as their employees to fight this inequity. Within a few days, members will receive an employee information kit complete with payroll stuffers and posters designed to explain the ramifications of the proposal in terms your employees will both understand and identify with.

Resisting labeling attempts

A call for labeling packaged fast food by the Center for Science in the Public Interest has received extensive media coverage during the past few weeks. NRA is opposed to such labeling because it is impractical and costly. As your representatives in Washington, we will make every effort to keep such labeling from becoming a regulatory requirement. NRA wholeheartedly supports consumers' rights to information, but we stand on the belief that there are more efficient, effective methods for distributing ingredient information to our customers.

Shedding light on food safety concerns

In our continuing effort to assure our guests' safety while visiting foodservice establishments, NRA will publish "A Restaurateur's Guide to Consumer Food Safety Concerns." All NRA members will automatically receive a copy in July. This new report will be the sixth in NRA's *Current Issues Report Series*. An additional four reports are scheduled for the 1985–86 fiscal year.

Unveiling national conference schedule

You will find a copy of NRA's 1985–86 National Conference schedule bound to the center of this issue of ***NRA NEWS.*** These programs are designed to help you meet your needs, answer questions and find solutions to many of your nagging problems. Experts from all segments of the foodservice industry gather together for these conferences. Pull out the brochure. Read through it. Then register for the conferences which best suit your needs. Having attended many of these programs during the past three years, I know how valuable they can be to you and key members of your staff.

Launching video training programs

I am delighted to announce a new educational format from NRA—video training programs. By December 1985, NRA will offer foodservice training programs to supplement the association's current seminars and conferences. You will have the opportunity to purchase video training programs to use in your establishment. The first series of video tapes will focus on wait staff training. In 1986, a second series will be available on back-of-the-house employee training. Fill out the coupon between pages 10 and 11 of this issue. We will send you more information on NRA's video training programming as it becomes available.

Publishing reprint series

I would also like to draw your attention to another new NRA publication: *Building Profits*. *Building Profits* is one of a series of books being developed by compiling articles from the ***NRA NEWS*** on specific operational topics. Each of these publications presents a comprehensive overview of topics that are significant to your operation. See the back cover of this issue for more information on this series.

I am proud to represent one of the most professional and dedicated trade associations in the country. I pledge to serve you in every way I can during the next year.

During May, 324 foodservice operators and allied suppliers joined the ranks of NRA. Your participation in NRA will make your business grow and make your association more effective in its endeavors on your behalf. Welcome.

Sincerely,

Ted Balestreri
President and Chairman of the Board

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10 The 66th Annual NRA Restaurant, Hotel-Motel Show continued the Show's tradition of breaking new ground with the NRA Wine Classic. This two-day wine competition, the first of its kind in the hospitality industry, took some of the mystery out of wine evaluation. Don't miss the special Show Report in this issue which gives a detailed look at the NRA Wine Classic and some of the other special attractions at this year's Show.

Specials

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Food for Thought 47 Busing teens to work.

Cover photograph: Michael P. Weinstein

SHORT ORDERS

NRA wins award for training program to help the disabled

At a Capitol Hill ceremony this June, NRA was honored for increasing the participation of disabled persons in American life. Specifically, the association was recognized for its hands-on training program for disabled persons so that they can be hired in the foodservice industry.

NRA was one of 14 winners in the National Organization Awards Program, a first of its kind nationwide competition. More than 90 national organizations entered this year's competition, which is planned to become an annual event. The program was sponsored by J.C. Penney Company, Inc. and the National Organization on Disability.

Presenting awards to the winners, J.C. Penney Chairman William Howell expressed the hope that this year's competition would "inspire more national organizations and associations to recognize the abilities of disabled persons and enlarge their participation in the mainstream of their activities." There are more than 35 million disabled Americans.

Margaret Heckler, Secretary, Department of Health and Human Services, presents an honorary award to Brother Philip Nelan, accepting on behalf of NRA. Others in the picture, from left to right, are Samuel R. Pierce, Jr., Secretary of Housing and Urban Development; Tony Coelho, (D-CA); Raymond Shafer, former governor of Pennsylvania; William R. Howell, chairman, J.C. Penny; and Senator Bob Dole (R-KS).

NRA updates guide to Congress

NRA's updated guide to the 1985–86 Congress is now available to NRA members. For all representatives and senators, the guide lists their addresses, phone numbers, pictures, key office aides and Senate and House committee assignments including key committee staff. New in this year's directory are maps of each state's counties and congressional districts.

To obtain your free copy, write or call NRA's Government Relations Department, 311 First St., N.W., Washington, DC 20001; (800) 424-5156. The nonmember fee for the directory is $5.

New executive compensation study now available

To hire and retain the most qualified management personnel restaurateurs must keep abreast of the latest developments in executive compensation.

That is why the National Restaurant Association has just published a nationwide report of executive compensation in foodservice. The report, based on a 1984 study conducted in cooperation with Laventhol & Horwath, contains a wealth of information regarding base salary, bonus and/or incentives, profit sharing and other benefits for 28 executive and managerial positions. This information is reported by type of organization, ownership, type of restaurant, geographic scope of operations and sales volume. Thus restaurateurs can compare their own compensation policies and practices with those of companies having similar characteristics.

For example, the study reports that the median base salary for chief executive officers is $60,000. The median salaries range from $45,000 for independent operators to $73,000 for chain organizations. The median cost of benefits for CEOs is $10,000.

Among nine unit level positions, median base salary ranges from $8,000 for a headwaiter, a position receiving gratuities, to $22,500 for executive chef and chef. The median base salary for management trainees is $13,000.

NRA's study—*Executive Compensation and Benefits in the Foodservice Industry*—is now available. The cost to NRA members is $20.00 (plus $2.00 postage and handling). The cost to non-members is $40.00 (plus $4.00 shipping and handling). Residents of Washington, DC, and Illinois must add a six percent sales tax. Chicago, IL, residents must add an additional one percent sales tax, bringing their sales tax total to seven percent.

To order, contact NRA, 311 First St., N.W., Washington, DC 20001 or call (800) 424-5156. Payment must accompany all orders. Credit card telephone orders are accepted. Please specify order number CS155.

WASHINGTON REPORT

NRA to fight business meal caps, TJTC expiration

NRA has begun a lobbying campaign to preserve the full deductibility of the business marketing meal and to save the Targeted Jobs Tax Credit (TJTC)—two tax provisions that are endangered by the President's tax reform plan.

In May the NRA Board of Directors decided the association would fight any attempt to limit the deductibility of business meals. It adopted a 26-point plan of action, including strategies for lobbying Congress at both the national and grassroots level.

Although many NRA directors operate establishments that would not be directly affected by the cap, all of them agreed that it is an issue that has industry-wide ramifications and that

What you can do

You can help NRA save the business meal deduction and TJTC. Contact your representative and senators and tell them you oppose a cap on the business meal deduction and support extension of the Targeted Jobs Tax Credit (TJTC). Particularly effective would be a face-to-face meeting during the upcoming August recess.

Arguments to save business meal deduction

You may wish to use some of these arguments when talking about the business meal deduction:

1. The business meal is a legitimate marketing tool. Like other sales-generating expenditures that are fully deductible (advertising, promotions, free samples, etc.), the business meal is an integral part of many firms' marketing plans. Why should businesses be saddled with an arbitrary limit on how much they can spend on a marketing meal?

2. There are no IRS or congressional studies that indicate abuse is a problem. Stricter enforcement of existing laws is the answer to abuse, not curtailing the deduction.

3. The cap may put your establishment out of business. A study by Chase Econometrics, the economic forecasting firm, shows that the cap would result in an $11.9 billion sales loss to restaurants over a three-year period.

4. The same Chase study estimates that 144,000 restaurant jobs would be lost in the first year. Many restaurant employees would be hard pressed to find work elsewhere, since many jobs in foodservice are entry-level positions requiring few skills.

5. Your wait staff may find their tips shrinking as meal tickets approach the $25 cutoff. If a businessman knows he can't spend more than $25 per person on a meal, he may leave a smaller tip to stay under the ceiling.

6. The cap discriminates against restaurants and businesses that operate in high-cost areas, such as large cities where meal tickets tend to be higher. This situation can only worsen, since the cap is not indexed for inflation.

7. The cap would result in a net loss of tax revenue. The Chase study shows that the cap would result in a net revenue loss of $6 billion over a three-year period. With $200 billion deficits, Congress can't afford the cap.

Arguments for TJTC

When speaking to your representative and senators about TJTC you may want to stress some of these points:

1. TJTC provides job entry into a career. Tell them about TJTC-eligible individuals you have hired. Provide some success stories—long-term employees who were originally hired under the credit and/or TJTC participants who have advanced into management or other positions of responsibility.

2. TJTC expands job opportunities for people who face difficulties entering the workforce, especially those with mental or physical handicaps. A tax incentive is needed to encourage employers to give these people a chance.

3. TJTC is cost effective. Studies show that TJTC has worked more efficiently than direct federal spending programs aimed at helping the chronically unemployed. TJTC is far less costly than the old CETA program and about half as expensive as the Job Training Partnership Act.

4. A multi-year extension of TJTC is essential to make the program work. Many employers are understandably reluctant to use TJTC when they find out it may not be extended from one year to the next. That's why it's important to pass H.R. 983 by Rep. Charles Rangel (D-NY) and S. 1250 by Sen. John Heinz (R-PA). Both bills would extend TJTC for five years.

Where to write . . .

To write your U.S. representative, send you letters to: Honorable _____, U.S. House of Representatives, Washington, D.C. 20515. Use the salutation: Dear Mr., Mrs. or Ms. ___.

To write your senator, send your letters to: Honorable _____, U.S. Senate, Washington, D.C. 20510. Use the salutation: Dear Senator _____.

Please send a copy of your correspondence to the NRA Government Relations Department, 311 First Street, N.W., Washington, DC 20001.

all restaurateurs should work toward maintaining the full deductibility of the business meal.

Less restrictive caps still unacceptable . . .

Efforts earlier this year by NRA and its members to combat proposed caps on the business meal deduction were partially successful. The Treasury Department originally proposed capping the deduction at $10 per person for breakfast, $15 for lunch and $25 for dinner. The latest proposal would cap *all* business meals at $25 per person, with a 50 percent deduction allowed for amounts that exceed this ceiling. The $25 cap would include tax and tips.

Although the new proposal is less restrictive, it still is totally unacceptable to the restaurant industry. "As long as the law continues to recognize the deductibility of business expenses, there is no logical rationale for capping, limiting or reducing the full deduction for business marketing meal expenditures," NRA President Ted J. Balestreri said of the administration's plan. "Meals purchased in restaurants for potential clients or customers in order to sell goods or services are a legitimate cost of doing business. The effect of this proposal, were it to become law, would be to direct funds away from the restaurant industry to other forms of promotional activity, such as advertising or product sample distribution."

Business meals account for about one-fifth of all foodservice sales. They are expected to generate $30 billion in sales this year. President Reagan's business meal cap would therefore deal a severe blow to the industry and economy as a whole.

According to a study by Chase Econometrics, the business meal cap would result in an $11.9 billion reduction in restaurant sales over a three-year period, and it would mean the loss of 144,000 restaurant jobs in the first year. The cap would also result in a net revenue loss to local, state and federal treasuries of more than $6 billion during the three-year period due to falling personal income tax receipts and rising unemployment and welfare benefit payments.

NRA backs TJTC . . .

The Targeted Jobs Tax Credit (TJTC)—used by many restaurateurs to provide jobs to the disadvantaged and the handicapped—would not be renewed under the President's tax reform plan. TJTC is scheduled to expire at the end of this year.

"NRA has supported the credit since its inception in the late 1970s," Balestreri said, "and we believe there is no reason why TJTC shouldn't continue. By taking people off the welfare rolls and giving them a chance to become productive, tax-paying citizens, TJTC creates job opportunities without increasing government spending."

NRA testified in favor of a multi-year extension of TJTC this spring before a House Ways and Means subcommittee. NRA supports a bill, H.R. 983, by the subcommittee chairman, Rep. Charles Rangel (D-NY), that would extend TJTC for five years. A similar bill, S. 1250, has been offered in the Senate by Sen. John Heinz (R-PA). NRA plans to work with both Rangel's and Heinz's offices to do everything it can to ensure the continuation of the credit.

NRA-PAC chairman looks to record fundraising year

The NRA political action committee (PAC) is gearing up for the 1985-86 campaign season and, according to NRA-PAC Chairman W.W. "Biff" Naylor, it promises to be one of the best fundraising years ever.

"We're really pushing this year to expand our base of involvement," he says. One of Naylor's goals is to make restaurateurs understand that helping to elect representatives that reflect their views makes good business sense. "It's very important that NRA have the resources to help support those candidates who believe in the free en-

NRA action task force discusses tax reform, farm bill

Tax reform and the farm bill were just two of the topics discussed at the most recent meeting of the NRA Action Task Force. The Action Task Force is comprised of government affairs executives of multi-unit foodservice operations from around the country.

Speakers at the two-day forum included members of Congress and experts on real estate taxation and economics.

Addressing the group on tax reform was Rep. Ed Jenkins (D-GA). Jenkins is a member of the House Ways and Means Committee, the Budget Committee and Speaker Tip O'Neill's "kitchen cabinet," a group which makes recommendations on Democratic policy decisions.

Jenkins predicts a 50-50 chance of the House passing the President's tax reform package. At the meeting he also noted that it would take 534 days to write legislation encompassing all the provisions in the tax package.

House Ways & Means Committee member Ed Jenkins (D-GA) at a recent NRA Action Task Force meeting.

Rep. Dick Schulze (R-PA), who also sits on the House Ways and Means Committee, expressed his belief that tax reform will be successful this year if the proposal remains revenue neutral.

During a roundtable discussion Rep. Tom Daschle (D-SD), a member of the House Committee on Agriculture, outlined his priorities for creating a more viable program for agriculture. He cited problems with the overvalued dollar, international subsidization of agriculture and tax inequities as major contributors to the farm crisis. Daschle believes the government should phase out price support for farmers while maintaining some income supports for them.

terprise system," he maintains.

"The new streamlined authorization procedures should lead to more member contributions," Naylor said.

Under Federal Election Committee guidelines, PACs must first receive authorization from their members before they can communicate with them about PAC activities. In the past the authorization process was a cumbersome one that had to be repeated each year. Now approvals on file are good for up to four years.

Naylor believes that expanding the number of PAC trustees from seven to 12 and having them head up fundraising efforts in their regions will result in more contributions as well.

How the PAC works . . .

NRA-PAC awards campaign contributions to candidates running for seats in the U.S. Senate and House of Representatives. The PAC selects candidates and disburses money to their campaign committees based on their position on key restaurant issues, their voting record (if they have held prior office), their financial need and the closeness of the race.

Recommendations for campaign contributions are received from NRA-PAC contributors. A 12-member committee, composed of NRA directors and members, reviews the recommendations and decides which candidates will receive PAC funds.

NRA member contributions to the PAC cannot exceed $5,000, but average contributions are less than $100. Likewise, disbursements to any candidate by the PAC cannot exceed $5,000 per election.

During the 1983–84 election cycle, NRA-PAC contributed $110,000 to 109 candidates running for Congress.

Opinion poll results for April, May

In the April Opinion poll, ***NRA NEWS*** asked, "Should 18 to 20-year-olds be permitted to consume alcoholic beverages in licensed establishments?" and "Should TJTC be extended?"

Forty-four percent of the respondents believe that 18 to 20-year-olds should be able to consume alcoholic beverages in licensed establishments. Fifty-two percent think they should not be permitted to drink in licensed establishments, while four percent expressed no opinion. TJTC should be extended, according to 55 percent of the respondents, while 37 percent think TJTC should go. Eight percent expressed no opinion.

The survey represented responses from 3,930 foodservice establishments employing 132,390 people. According to the information provided, 65 percent of the respondents operate tableservice or limited menu establishments, 17 percent operate fast-food establishments and 13 percent operate cafeterias.

May results . . .

In the May Opinion Poll, ***NRA NEWS*** asked, "Should employers be required to give employees advance notice of plant closings?" and "Should the meat processing industry be required to pay for USDA inspection?"

Eighty-six percent of the respondents believe that employers should not have to give employees advance notice of plant closings. Only 13 percent favor advance warnings. One percent expressed no opinion. Seventy-seven percent of the respondents believe the meat processing industry should not pay for USDA inspection, while 22 percent think the industry should pay for USDA meat inspection. Again, one percent expressed no opinion.

The survey represents 1,944 establishments employing 37,117 people. Of the respondents, 69 percent operate table service or limited menu establishments. Seventeen percent operate fast food establishments, and eight percent operate cafeterias.

Editor's Note: Future *Your Opinion* questions will appear in the ***NRA Washington Weekly*** on an as-needed basis.

Congressmen give lobbying do's and don'ts

At NRA's State Communications and Political Education Committee in May, three lawmakers—Dan Mica (D-FL), William Goodling (R-PA) and Ron Marlenee (R-MT)—discussed effective lobbying techniques that restaurateurs can use in contacting their legislators about business issues.

Rep. Mica told the committee, "You can't assume that we're familiar with all the intricacies of your issues. You have to tell us.

Mica said he likes to see a fact sheet outlining the major arguments on an issue. "Be specific," he said. "Give us the facts. Tell us how a proposal will affect your business in terms of sales and jobs."

Rep. Marlenee emphasized how important it is to "build a relationship" with your congressman so you can better communicate with him during a crisis.

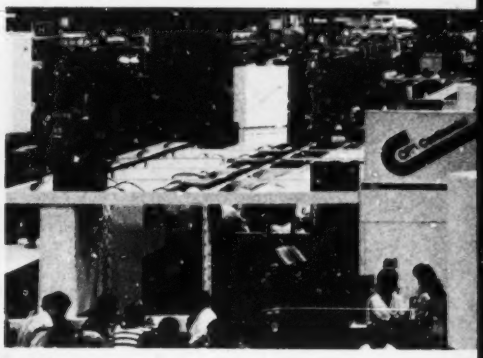
Rep. Goodling listed six pointers for talking to a representative:

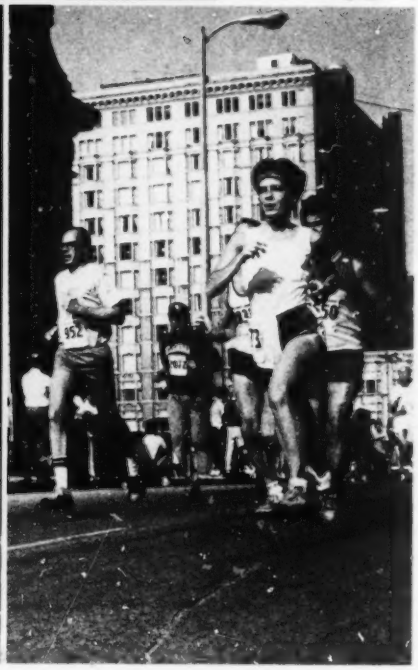
1. "Don't be negative or defensive.
2. "Don't take for granted that we know your issue. Congressmen rely on experts.
3. "Get to the point.
4. "Don't use form letters or cards.
5. "Don't come off too strong. Congressmen have ideas, too.
6. "Give some alternatives for us to consider."

—Jay Morris
—Michelle Rabayda

NRA State Relations Committee Chairman Marshall Scott, left, introduces U.S. Reps. Dan Mica (D-FL), center, and Ron Marlenee (R-MT), right, during a discussion of lobbying.

1985 NRA





Overview

The NRA Show breaks new ground each year. It reflects industry concerns, trends and innovations that stretch the horizons of foodservice. From a press conference on the business meal deduction caps to a mocktail reception, the Show reflected what is on the mind of operators everywhere.

New developments on the exhibit floor included a range of items from whipped fruit sherbets—for the health and calorie conscious—to flexible, bendable neon lights—for new decorating possibilities—to thermal bags for hot pizza deliveries.

In the management clinics and theaters, experts pinpointed state-of-the-art management techniques and operational trends that spanned the gamut from vegetables nouveau to wine tasting. Many of these presentations will appear in future issues of the ***NRA NEWS.*** In the Culinary Arts Salon, the latest food preparation techniques were expressed in their most artistic form. At press conferences, NRA dealt with pressing industry issues and introduced results of its latest foodservice research.

For the first time in the history of the NRA Show, there was a special event devoted to wine—the NRA Wine Classic, a two-day competition

SHOW

of domestically produced Chardonnays and Pinot Noirs. "Our purpose in initiating this unique national event was two-fold: to honor the finest wines produced by our growing American wine industry and to help Show attendees feel more confident about selecting their own wines," says NRA President Balestreri, who was installed into office during the Show.

Even the attendance list made news. Among the more than 90,000 visitors who thronged to the Show this year, there were U.S. congressmen and representatives from countries as far away as India.

Not all at the Show changes each year, of course. As in years past, NRA members elected their new officers and directors at the annual membership meeting, when efficiency expert J. Peter Grace shared his observations. Later, Show attendees celebrated with the new president and chairman of the board at the Grand Banquet where the president's business partner helped create a special Italian-American menu.

The opening day program, always a special attraction, this year featured outgoing President Harris O. Machus, who spoke of NRA programs and initiatives during his year in office. Also part of the afternoon program was a video-taped message from Vice President George Bush, who congratulated the foodservice industry for being "the country's number one retailer." A hearty welcome was extended by Chicago Mayor Harold Washington, and well-known columnist and radio personality Paul Harvey entertained attendees with his lighthearted "rest of the story" anecdotes and his piercing observations about today's economy.

NRA first ladies received special recognition at the First Ladies Luncheon, where celebrated diva Beverly Sills was the guest speaker. Outstanding foodservice facilities in the Air Force were once again recognized at the Hennessy Awards luncheon, and award-winning menus in NRA's Great Menu Contest were on display in McCormick Place.

The Main Course®, a 10-kilometer (6.2 mile) race along Chicago's lakefront, was back for the fifth consecutive year. The ever-popular Convention Capers featured such well-known performers as Tommy James (of The Shondells), The Joe Cantafio Band—formerly known as Jade, Charly McClain and Buck Stove and Range Company. The Grand Banquet put its entertainment spotlight on Paul Anka.

In sum, the NRA Show was a blend of new ideas and popular regular features that created a memorable experience for Show participants.

Special guest speakers at the NRA Show included efficiency expert J. Peter Grace, Chicago Mayor Harold Washington, radio personality Paul Harvey and NRA president Ted Balesteri

NRA Wine Classic demystifies wine

In the last decade consumption of wine by Americans has nearly doubled, yet wines continue to baffle many operators, and wine competitions—which single out the best wines available—are still viewed as cloak-and-dagger events. All this may be changing. The NRA Wine Classic, which made its debut during the 1985 NRA Show in Chicago, brought the wine evaluation process out of the backroom.

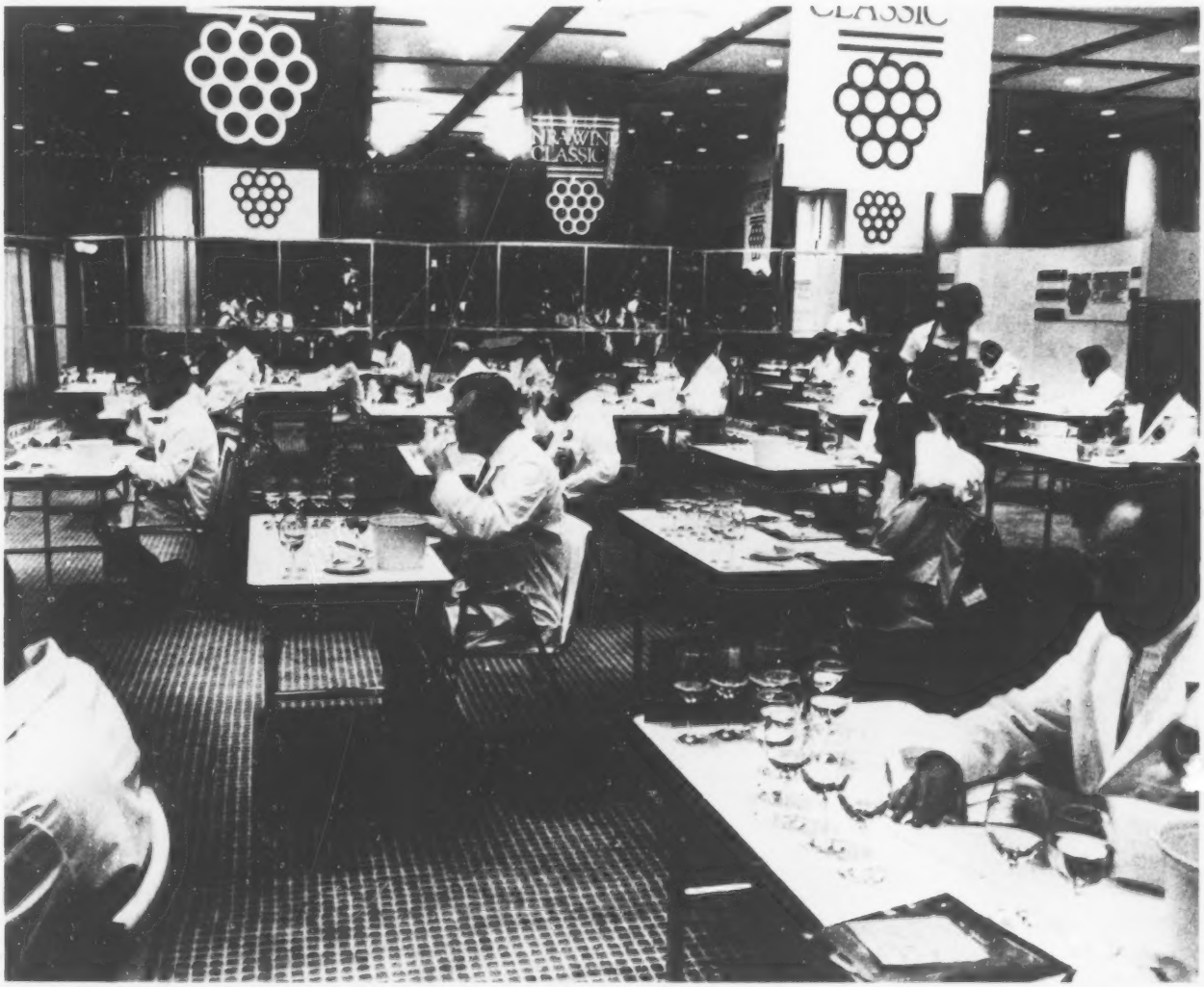
"The NRA Wine classic, the first competition of its kind for the food-service industry, took the mystery out of wine judging," maintains David Armanesco, chairman of the judges for the wine competition. "It made wine judging something that everyone could understand and see happening."

Nearly 3,000 NRA Show attendees participated in the NRA Wine Classic, pitting their palates against those of the wine pros and watching the wine competition in progress in the Lindheimer Room of McCormick Place. It was the first time that a national wine judging was open to public viewing. The judging area, enclosed and equipped for professional tasting, was specially constructed so that Show attendees could observe the blue ribbon panel of judges evaluate the competing wines. And in a separate section attendees could participate in their own blind tasting.

The wines . . .

The two-day competition was limited to domestic wines—to honor the growing American wine industry—and to two noble grape varietals: Chardonnay and Pinot Noir. "We thought that narrowing our entries would create a more manageable and meaningful competition," notes incoming NRA President Ted Balestreri, who conceived the idea of the NRA Wine Classic. "We selected Chardonnay and Pinot Noir wines because these two varietals have shown phenomenal growth in this country and because they share a common origin in Burgundy, France."

Every bonded winery in the country (there are more than 1,000) was invited to send entries, as long as they met two criteria: (1) a minimum of



A blue ribbon panel of 32 judges evaluated 269 entries during the two-day NRA Wine Classic.

100 cases of the wine were produced and (2) the wine was still commercially available. The idea behind these qualifiers was to make certain that operators could purchase the wines for their wine lists.

Even wineries that do not normally participate in wine judging sent wines as a tribute to the foodservice industry, according to Robert Weaver, director of the 12-person technical team for the Wine Classic and president of The Society of Wine Educators. All wines were donated.

In all, there were 269 entries from 10 states. Of these, 203 were Chardonnays and 66 were Pinot Noirs.

A Telet[illegible] computer was programmed to print the wine labels as well as other pertinent information.

The 13-member technical team, consisting of Robert Weaver and other wine lovers, including an ophthalmologist and a pharmacist, coded every bottle of wine to assure anonymity.

Moderation is the key

Posters, pamphlets, table tents and service training materials were distributed on the exhibition floor by beer, wine and liquor suppliers. They were not advocating another drink for the road, however. Liquor suppliers are as concerned as foodservice operators about overconsumption. A poster distributed by a major beer producer states, "Anything less than responsible consumption of alcoholic beverages is detrimental to the individual and society." A rum producer's poster suggests that rum can be mixed with everything except driving. Another liquor supplier's brochure advocates "Drinking with Intelligence." Ask your local distributors to supply you with these materials.

Show attendees could test their palates against those of wine pros.

The Chardonnays were from 1980, 1982, 1983 and 1984, and they ranged in retail price from $1.99 to more than $25.00 per bottle. The Pinot Noirs were from 1978 through 1984, and they ranged in price from $3.99 to more than $25.00 a bottle.

There were 3,228 bottles of wine sent for judging. Each was numbered with random numbers assigned by computer. In this way, the identity of the wine was kept secret so that no obvious biases were at work during the competition.

The judges . . .

Thirty-two prominent wine writers, sommeliers, hoteliers and restaurateurs from across the country made up the judging panel. It was the first time that people from the foodservice field were included—a first applauded by Weaver because "these people have to live on their palates."

"I expected to see a big gap between columnists and critics on one side and restaurateurs on the other. But it didn't happen; everyone came together with opinions," observes NRA Wine Classic Judge Fred Dame, master sommelier and cellar master of the Sardine Factory in Monterey, CA.

The judging took place in an enclosed area, shut off from sound and outside odors. Each judge donned a white coat and sat at a separate table, equipped only with glasses of wine to be tasted, bread, water, tasting sheets and a bucket for discarded wine (since judges usually do not swallow the wines they taste).

There were three stages to the judging process: pass/fail, medal determination and Best of Show.

During the first stage, each judge tasted a maximum of 15 wines during every 20-minute round. At least five judges tasted each wine. When all the wines were sampled, 40 Pinot Noirs and 135 Chardonnays were eliminated.

During the second stage of the competition, every judge tasted every wine, rating each entry on a 10-point scale. The judges evaluated appearance (color/clarity), aroma/bouquet and taste. They also indicated medal preference (no medal, gold, silver and bronze).

During the final stage of the judging, every judge tasted the highest scoring wines to determine the Best of Show. Only in this round were opinions discussed and defended.

The NRA Wine Classic set a number of precedents, including opening wine judging to public viewing.

The audience . . .

While the judges tasted and rated the wines, NRA Show attendees lined up to watch through a plexiglass partition. Every 20 minutes a new group of up to 100 Show participants was led into the viewing area. To pass the time before entry, Show participants could view a video of wine experts offering wine tasting tips. Once inside, they were seated on tiers that were set up opposite the partition. A guide told participants about the wines, the judges and the judging process as they watched the judges evaluating the wines.

"I thought it might be distracting to be watched by people, but after an initial adjustment, it really wasn't a problem," commented NRA Wine Classic Judge Patrick Fegan, Chicago-based wine writer and founder of the Chicago Wine School.

The Show attendees did more than watch, however. When the observation tour concluded, they were invited to taste some of the wines being evaluated by the cloistered judges. According to technical director Weaver, four out of the six gold medal winning Chardonnays and one out of the two winning Pinot Noirs were sampled by NRA attendees.

To heighten the excitement of matching nose to nose and taste buds to taste buds, all participants were promised a followup mailing of NRA Wine Classic results so they could compare their own scores with those given by the judges. For those who wanted more information right on the spot, it was a computer button away. A Teletex computer was programmed to print the wine labels and such relevant information as number of cases produced, suggested retail price and alcohol content as well as other competition data, including the geographic distribution of the wines. To access this data, Show attendees simply entered the wine code given during the tasting. They could keep the printouts for future reference as well as a souvenir pin distributed at the door.

The winners . . .

The results of the NRA Wine Classic were announced at a luncheon at Chicago's 95th Restaurant, held the day after the final competition. Until that luncheon, the identities of the wines had been kept strictly confidential.

"When the NRA offered to fly the two Best of Show winery winners to Chicago to accept their awards, it was clear the association expected the winning wineries would be from out of town, say California or Washington," reflected NRA Wine Classic Judge Kristine Curry of the *Chicago*

NRA Wine Classic Winners

Best of the Show

Chardonnay:
- Lynfred Winery 1983 Private Reserve

Pinot Noir:
- Calera 1982 Jensen Pinot Noir

Gold Medal

Chardonnay:
- Acacia Winery 1983 Chardonnay, Winery Lake Vineyard
- Kendall-Jackson 1983 Chardonnay, "Proprietor's Reserve"
- Folie a Deux 1983 Chardonnay
- Rutherford Hill 1980 Chardonnay, Jaeger Vineyards
- Chappellet 1982 Chardonnay

Pinot Noir:
- ZD 1981 Pinot Noir

Silver Medal

Chardonnay:
- Louis Facelli 1983 Chardonnay
- Raymond 1983 Chardonnay
- Flora Springs 1983 Chardonnay
- Franciscan 1983 Chardonnay
- Domain San Martin 1983 Chardonnay
- Clos du Bois 1983 Chardonnay, Flintwood Vineyard

Pinot Noir:
- Robert Mondavi 1981 Pinot Noir "Reserve"
- Roudon-Smith 1981 Pinot Noir
- Frick 1980 Pinot Noir

Bronze Medal

Chardonnay:
- William Baccala 1983 Chardonnay Estate
- Alpine Vineyards 1983 Chardonnay
- Franciscan Vineyards 1982 Chardonnay "Reserve"

Pinot Noir:
- HMR 1980 Pinot Noir Estate "Reserve"
- Saintsbury 1983 Pinot Noir
- Montali 1982 Pinot Noir, "Proprietor's Series"
- Clos du Bois 1980 Pinot Noir, "Proprietor's Reserve"
- Whitehall Lane Fleur d'Helene 1983

Tribune. "But Fred Koehler, owner and winemaker of Lynfred Winery, foiled those plans by just requiring gas mileage from his winery in Roselle, IL, just 20 miles outside of Chicago."

Koehler's 1983 Lynfred Winery Private Reserve Chardonnay (produced from 100 percent California grapes transported to Illinois in refrigerator trucks) took top honors in its category. But the win was no coincidence. Less than 30 days before, the same wine tied for "Sweepstakes" honors at the Harrah's National Wine Competition in Reno, NV. "When a wine can prevail in a field of hundreds of Chardonnays at both events, it must be a pretty special wine," observes syndicated wine columnist Jerry Mead, also a judge in the NRA Wine Classic. Mead believes that is important to compare results between judgings to pick the real winners.

Top honors in the Pinot Noir category went to Calera 1982 Jensen Pinot Noir. "Although less of a surprise, it was no less of a wine," maintains Jean T. Barrett of the *Chicago Sun Times*. "The quality of this wine—raspberry scented, Burgundian, briary red—reinforces my opinion of Calera's owner, Josh Jenson (who flew to Chicago to accept his honor), as the best producer of Pinot Noir in California." (See sidebar for a list of other winners.)

"We found wines that are drinkable, that restaurateurs can purchase and put on their wine lists and make a profit selling," says NRA Wine Classic Judge Dan Berger, wine columnist for the *San Diego Union*. "We tried to find wines that not only taste good now but also taste good with food.

"I hope that this competition continues for many years to come. Right now in its first year perhaps the importance is not going to be seen, but five years from now we are all going to be pleased that we were in on the formation of something very significant."

NRA Wine Classic Judges

Jean T. Barrett
Chicago Sun Times

Dan Berger
San Diego Union

Nathan Chroman
Los Angeles Times

Paul Coss
The Broadmoor

Kristine Curry
Chicago Tribune

Fred Dame
Sardine Factory

Phil de Vito
Salishan Lodge

Patrick Fegan
Chicago Magazine

Alan Fields
Helmsely Palace

Bruce Galphin
Atlanta Journal

Craig Goldwyn
International Wine Review

John Grisanti
Gristanti's Restaurant

Eric Hansen
Capula Bay Hotel

Mort Hochstein
Nation's Restaurant News

Matt Kramer
The Oregonian

Mike Lonsford
Houston Chronicle

Jerry Mead
Syndicated columnist

Paul O'Connell
Daily Herald

Ed Osterland
Restaurant Business Magazine

Bill Pigatti
Del Rio Restaurant

Ross Racine
The Grand Mere

Norm Roby
The Wine Spectator

Bob Rohden
Geja's Cafe

Mary Ross
The 95th

Robert Rosselini
The Other Place

Paul Ryan
Pierces 1894 Restaurant

Anthony Taylor
The "21" Club

Vittorio Treppo
Williamsburg Inn

Madeline Triffon
La Fontaine Restaurant

Joshua Wesson
Huberts

Anders Westboe
The University Club

Kevin Zraly
Windows on the World

Wine information elsewhere at the Show

The message on the Show floor and in the management clinics echoed that of the NRA Wine Classic: Wine need not be intimidating.

Harriet Lembeck, director of the wine and spirits program at the Waldorf Astoria Hotel in New York City, taught Show attendees "How to taste wine like a pro." During her clinic, she concentrated on the five "s's" of tasting: seeing, swirling, sniffing, savoring and swallowing.

She told her standing-room-only audience how to examine the wine bottle, label and cork and how to interpret the wine's hue, brillance and density. She explained how swirling the wine in the glass is not an affectation: It releases the bouquet so that smelling the wine can yield the most information. She discussed the various taste receptors on the tongue

Wine doesn't only come in bottles. New packaging includes boxes and cans.

and how they indicate a wine's sweetness, acidity, tanin and alcohol content; and she commented on the wine's aftertaste, finish and balance.

"There is no learning experience like a blind tasting where you force yourself to make an opinion," she said. "Don't be afraid of being wrong. We are not born into the business. We are all learning. It's not a great crime to make a mistake. The fun is in guessing."

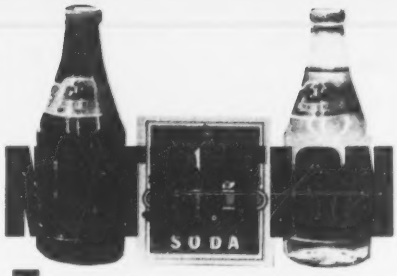
The more than two dozen suppliers on the Show floor had a similar message: Wine can be inviting and a source of profit for a restaurant.

Several exhibitors displayed 18-liter bottles of wine, which they were introducing at the Show in hopes of winning favor as house brands. Others promoted disposable kegs and wines in boxes—convenient packaging for wines that are meant to be drunk now and not put away for the future. One exhibitor who featured a Chardonnay in a box, touted the package for its light weight, its unbreakability, its adaptability to standard soft drink dispensing equipment, its large holding capacity, and perhaps, most importantly, for its hermetic seal which insures against oxidation.

Other wineries focused on the combination of wine with foods, one even provided a chart of suggested pairings. And one western state's department of agriculture not only produced a recipe book to demonstrate how "the marriage of food and wine brings the best of both to the table" but also highlighted its marketing program, which helps operators customize their wine lists.

Champagne producers were represented as well and several featured techniques for personalizing bottles of their product. This, they maintained, would add to the marketability of the champagnes, especially during special occasions, such as New Year's Eve, wedding celebrations and birthday parties.

Marketability was also on the minds of wineries that were introducing blush wines (now experiencing a new wave of popularity) and white wines that were blended to be neither too sweet nor too dry. For those operators catering to markets where wine coolers have become a popular beverage, there were new flavors on the Show floor this year, including an orange variety that tastes like a mimosa.



The Show's how-to health and fitness did not end at the finish line of the Main Course race. Both the exhibit floor and management clinics made it clear that the public's concern for health is penetrating the foodservice industry.

At the clinics . . .

The topic of nutrition was addressed in two separate clinics: "Light and low" and "What's all this health and fitness stuff?" The first clinic brought together a marketing director, a cardiologist and an educator who shared their experiences about bringing lighter, leaner and more nutritious foods to foodservice operations.

According to the panelists, those who had the foresight and courage to respond to the demand are thriving. "The founders of El Pollo Asado (an Arizona-based fast food chain) recognized the potential for char-broiled chicken that has been marinated in a blend of fruit juices, herbs and spices," reported Donn Seidholz, the firm's vice-president of marketing. This chicken has half the calories and cholesterol of a batter-fried version and has been endorsed by the American Heart Association. Plus, it's profitable. Seidholz said that in 1984 annual sales per unit averaged $728,000.

Concern over the death rate from heart disease prompted Chicago cardiologist Antonio Chan to develop Xian, an Oriental fast food restaurant chain. Xian, which in Chinese means healthy eating, features stir-fried dishes that meet or exceed the American Heart Association's guidelines; the items are low in cholesterol, fat and calories.

Other industry segments are also following the trend. That is why last year the Culinary Institute of America (CIA) launched a nutrition education program. At the clinic, Thomas Bloom, CIA's director of academics, outlined the program, which was developed in consultation with the staff of the New York Medical College.

As part of the program, CIA hired a registered dietitian and provided students with a restaurant for hands-on experience.

The message of the "Light and low" clinic was echoed in "What's all this health and fitness stuff?" According to clinic leaders Denise Minchella and Robert Copeland, nutrition is a key component of the health and wellness concept that's sweeping the corporate world.

On the floor . . .

The movement toward nutrition, health and fitness was also reflected on the exhibit floor where attendees could examine such items as exercise equipment, low-fat venison from New Zealand and cholesterol-free frozen desserts. Fruit juice-based ices, glaces and whips are rapidly growing developments that complement the tofu and yogurt-based ice cream substitutes of years past. Many of these products were premiered at the Show.

"Light and Low" panel

Operators enjoy educational sessions.

The Frugal Gourmet

In 1765, the first French restaurant in history opened in Paris. Above the entrance hung a sign which read, "Come unto me all you whose stomachs suffer, and I will restore you." The word "restaurant" was derived from that word "restore."

This was one of many little-known historical facts presented by Jeff Smith, star of the television show *The Frugal Gourmet* and author of the best-selling book of the same name, during a light-hearted but insightful program at the Show. Light-hearted because of Smith's amusing, enthusiastic delivery; insightful because he didn't just present facts, he interpreted them as well.

For instance, he lamented how far many restaurants in today's society have drifted from their original purpose "to restore." "Don't hustle your customers in and out if you can help it," he advised. "Remind your staff that the basic niceties are more important than turning tables."

He suggested that most people go to restaurants in search of company rather than food. "After all," he said, "the word 'companion' in Latin breaks down to 'com,' meaning 'with,' and 'pana,' meaning 'bread.' Originally, companionship implied eating a meal with someone."

We must return to that spirit," he urged. "Until recently, enjoyment of food was considered self-indulgent. If we enjoyed food we were guilty of the two most serious of the seven deadly sins—sloth and gluttony." But, he said, times are changing. "People are more interested in coming together to enjoy good food. That bodes well for restaurants."

Vegetables nouveau

Exotic fruits and vegetables are jazzing up menus across the country, adding colorful new tastes and textures.

"The market for these kinds of fruits and vegetables, especially in the competitive restaurant business, has spiraled to what is today an ever-changing and rapidly moving industry," explained Walter Martin, partner of The Flying Foods International, a specialty fruit and vegetable supplier in Long Island, NY. "Every day there's something new coming on the market. It's very exciting," added his partner, Andy Udelson.

The audience listened intently as Udelson and Martin offered descriptions and serving suggestions for several categories of unusual fruits and vegetables, including

- **salad-type vegetables,** such as fiddlehead ferns, which have a crunchy, almost woody flavor
- **miniature vegetables,** including baby gold beets (bright gold in color and particularly good steamed) and haricot verts (tiny string beans from France)
- **specialty fruits,** such as the New Zealand feijoa, which makes a wonderful semi-sweet sorbet, and bitter melons which are delicious stir-fried
- **root vegetables,** such as jicama (root of a variety of the Mexican Morning Glory that tastes somewhat like a sweet potato) and celery root, which has an even sweeter flavor
- **mushrooms** of many different sizes and shapes, including the eight-inch wide oyster mushroom from Italy.

These are just a few of the examples mentioned by Udelson and Martin. Look for a more extensive report, complete with pictures and serving suggestions, in an upcoming issue of ***NRA NEWS.***

Woman as 'boss'

A standing-room-only crowd attended "Woman as 'Boss,'" an NRA management clinic presented in cooperation with the Roundtable for Women in Foodservice.

Roundtable President Dianne Davis presided over a panel of three women bosses representing three different areas of foodservice: Caroline Adams, an independent operator (Strongbow Inn, Valparaiso, IN); Deanna Hormel, a supervisor for Hallmark Cards, Kansas City, MO; and Ruby Pucket, supervisor for the University of Florida Foodservice. Davis solicited questions from the audience and then presented them to the panel. Some typical questions were "Do male employees resent you because you're more successful than they are?" "Does your staff expect you to be a 'softie' because you're a woman?" "How do you build credibility in the eyes of your male—and female—employees?"

Connellan

Thomas Connellan

Thomas Connellan, one of the country's leading authorities on management practices and human behavior, concentrated on the keys to maintaining excellence. He warned that managers sometimes forget the important role they play in creating a flexible environment. "If a manager is inflexible, the entire operation and everyone in it will become inflexible. Once inflexibility sets in, maintaining success is almost impossible," Connellan warned.

Connellan also focused on personnel management and the importance of goal setting and feedback. Setting goals is not as easy as making demands on the people who work for you, Connellan explained. Goal setting should be a joint effort between employers and employees. Managers should tell employees what they need as well as what they would like to have. "Tell your staff what to shoot for, but also give them the minimum they should achieve," he said. "For example, tell an employee that you need a report by August 15, but that you would like to have it by August 1.

Trillin

Calvin Trillin admits he's often accused of not being serious enough about big issues. But, as Show attendees learned, the author of *American Fried*, *Alice Let's Eat* and *Third Helpings* has several very serious concerns.

Trillin applauds the current trend toward eating real American foods. "Americans are realizing that what they eat and what they like to eat is okay. They don't have to be ashamed of it. Now we have people that are real American chefs. That's a big cultural change, and it's a good one."

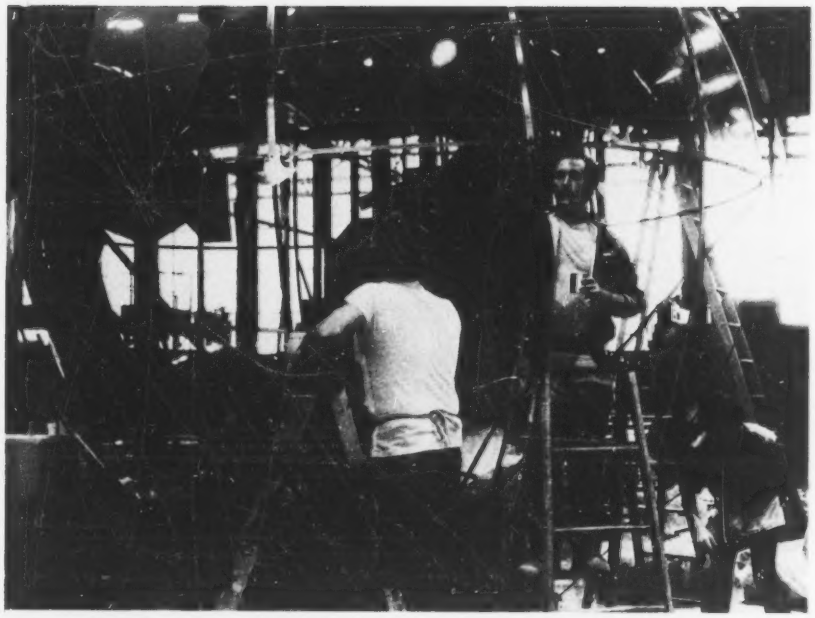
Among his favorite regional foods are Cajun dishes and barbecue from his hometown—Kansas City. He is, however, relieved that there are still some unsmoked pigeons left in San Francisco.

Critics disagree on their role

Critic Kelson always wears a disguise.

During the management clinic "Stars and Gripes," which brought together a group of foodwriters, restaurant critics and foodservice consultants, William Rice, editor-in-chief of *Food and Wine* magazine, warned that the restaurant critique is the least defined of the critical arts. Howard Young, *San Francisco* magazine's foodwriter for more than 20 years, agrees that being a restaurant critic is subjective. Young therefore classifies himself as a restaurant writer who tells people only where they may want to dine and avoids writing about restaurants they won't want to visit.

While examining the role and responsibilities of a restaurant critic, the panel agreed that food critics have an obligation to their readership not the restaurant they are reviewing. They disagreed, however, on how a restaurant visit should be conducted. Allen Kelson, editor-in-chief of *Chicago* magazine, who is renowned for wearing disguises while visiting restaurants, believes it is essential for a critic to visit a restaurant incognito. Kelson wore a skier's mask throughout the panel's discussion. In contrast, Young stated that anonymity does not make any difference because the food will be the same in the end. Rice concluded, "In today's market, dining out may be more a form of entertaining than a culinary experience where food is only one of the crucial elements."



Putting the Show together

From the opening preview on Saturday morning to the official closing on Wednesday afternoon, almost 92,000 people attended the 66th Annual NRA Show. What did these people see as they entered the three great exhibit halls at McCormick Place? They saw row after row of exhibit booths, covering acres of floor space spotlighting foods, equipment and related products.

NRA's convention committee and staff begin preparations for each year's Show—planning, upgrading and making necessary reservations and arrangements—as far as a year in advance. But it is on the Monday before the Show opens that many of the plans are first put into action, when actual set-up begins at McCormick Place.

On Monday, the first of 2,000 carpenters, plumbers, painters and decorators are put to work, readying the immense hall. The Show floor is marked, allocating space for booths ranging in size from 8′ × 8′ to 40′ × 150′. The huge overhead NRA banners are hung, and the first deliveries begin arriving.

Tuesday through Friday morning is spent receiving the 1,400 exhibitors, products and displays. A total of 4,000 trucks make deliveries at the convention hall. Supplies for bigger exhibits arrive earlier in the week, and smaller, table-top exhibits arrive later. Although actual booth construction is done by union workers, thousands of exhibitor personnel are on hand to assist and direct.

On Friday evening, last-minute preparations are made. Loading dock doors are shut, and boxes and crates are removed from the Show floor. Miles and miles of aisle rugs are taped down, a task which has carpenters working well into the night. Exhibitors make final inspections of their booths. The Show's famous "garbage patrol," a staff of 200 area kids, who wear T-shirts emblazoned with the slogan "We Want Your Garbage" and who maintain strict garbage control throughout the Show, is carefully briefed.

And then—it's Showtime. On Saturday morning, as distributors, suppliers and press are admitted for the opening preview, it's mind-boggling to imagine the speed and efficiency with which everything has been put into place. Says O'Neal, "From the first impression to the last, the Show is extraordinary. Much of the credit goes to the hard-working people who put it together."

NRA allied member David Thomas, national accounts manager of Microbilt, Inc., looks on as the winning card is selected in the NRA New Member Drawing at the Show. Norm McDougall of Carlton's Dining Establishment, Brighton, MI, was the lucky winner of more than $20,000 worth of computer hardware and software donated by Microbilt.

Hartmut Handke of the Athletic Club of Columbus (OH) was presented with the "Best Piece of the Show" award during the 1985 Culinary Arts Salon.

Managing on the Show Floor

In our increasingly service-oriented economy, it's not surprising that foodservice managers researching the Show floor this year discovered more experts in more areas than ever before.

For the foodservice operator, the expertise available at the Show went far beyond the demands of day-to-day kitchen and dining room operations.

On the move . . .

If an operator was looking for a new look, a new image or a new building, designers were on hand to fit an operation into its target market. One exhibitor promoted the advantages of a restaurant that can be moved from location to location. If location is really the bottom line in the restaurant business, he argued, the relocatable unit gives an operator the means of finding out—near the ski slopes during the winter and at the golf course during the summer. Built much like a mobile home, the relocatable store offers all the conveniences of a real unit and can be designed to fit specific needs.

Picking your people . . .

If an operator was in the market for new employees rather than new surroundings, management recruiters exhibiting at the Show were ready for the job. Not only can recruiters help an operator find qualified employees, they also can help test employee potential.

Controlling energy and profits . . .

Hiring an energy consultant to monitor utility bills can cut energy bills substantially, claimed another exhibitor. Operators need only take a look at complicated monthly tallys on their utility bills to discover that a specialist is called for, he said.

Operators looking for additional profit centers could explore the new pay telephone systems introduced at the Show. With the divestiture of ATT and the development of sophisticated electronics, business owners can now buy their own pay phones and set the rates. Additional profits can add up to $1,000 a month.

Video is also ready for the restaurant industry in a variety of formats. In today's visually-oriented society, video may be the calling card an operator needs to increase traffic. Exhibitors displayed video juke boxes with two and one-half foot screens at a dollar a cut. For the more sophisticated video audience, another supplier offered eight hours of free video programming per month, including music, sports, comedy and some of the hottest video advertising on the market. Free tapes are automatically sent to subscribing restaurants if an operation will air them the required number of times per month. The advertisers foot the cost.

Thermal bags insure hot pizza delivery.

You name it . . .

There were other ways to increase the exposure of a restaurant's name in the marketplace. Exhibitors were on hand to reproduce a restaurant's logo on anything from lollipops and wet wipe towelettes to thermal pizza carryout containers and mural size posters.

Exhibits reflect demand for efficiency, convenience

Today more than ever, consumers are demanding high quality products—delivered in a hurry. Judging from many of the exhibits displayed on the NRA Show floor, the foodservice industry is right in stride with today's fast-paced lifestyles. From new innovations in computerized service to an increase in catering and carryout supply options, the exhibitors at this year's Show seemed well prepared to meet the increased demands for efficiency and convenience.

New hand held computer relays customer orders instantly.

Computers, computers computers . . .

Computers continued to make significant inroads into all areas of restaurant operations this year. The sheer number of computer exhibits at the Show indicates that the computer age is no longer up and coming. It has arrived.

One first-time exhibitor introduced a new hand-held computer terminal system that enables servers to place food and beverage orders directly from tables. The order will immediately show up on terminals at the bar

or kitchen. Thus bartenders can begin mixing drinks and chefs can start preparing appetizers before the server finishes discussing the wine list and menu with customers. And in response to the growing number of restaurateurs who are adding banquet rooms and/or catering to their operations, one exhibitor presented an entire software package designed exclusively for catering or convention management.

Catering, carry-out supplies . . .

More than 25 exhibitors displayed items designed specifically for catering or carry-out services—everything from multi-colored disposable plates to disposable platters made to look like ornate silver. In fact, disposable items that could be used for formal catering functions attracted the interest of many Show-goers who were considering expanding their operations to include catering. Explained one exhibitor, whose product was disposable table cloths made to look like linen, "Disposable items eliminate the need for excessive up-front expenditure when starting out in the catering business." The tablecloth packages included longer cloths for conference or banquet service tables.

Many packaging products were also on display—products that were guaranteed to deliver hot food hot and cold food cold. Most of these packaging products were appropriate for both catering and carry-out. One exhibitor who displayed thermal delivery bags, which could transport everything from pizza to ice cream, says caterers have been slow to realize the advantages of packaging products individually. "Caterers tend to think big or not at all," he maintained. "They don't realize that not everything needs to be delivered in refrigerated trucks." The thermal bags have an added advantage of doubling as a marketing tool, since a restaurant's logo can be imprinted on the front.

Another packaging innovation on the Show floor was a light cardboard carton which could easily transport up to six individual trays of food, each tray compartmentalized to hold hot or cold items. And finally, one exhibitor displayed a line of assorted styrofoam containers, all embossed with the cheery slogan, "Have a nice day."

Treats for grazers

Restaurant patrons continue to sidestep the traditional meal of several courses for a bite on the run or a mix and match combo of appetizers, light entrees and/or desserts. In response to this growing trend, called grazing, exhibitors rolled out a tempting array of items that could easily be served as small entrees, light dishes or appetizers.

Tofu-based desserts are catching on.

New twist to old favorites . . .

Since grazers want convenience with sophisticated variety, many suppliers have given old favorites a new twist.

Hearty soups, for instance, are now available in flavors that range from Cuban black bean soup with smoked sauces to Creole chicken gumbo. For an interesting presentation, one supplier suggested carving out a six-ounce sourdough round loaf and filling it with a savory stew or soup.

Tempting appetizers . . .

Although almost any food can be adapted to capture a grazer's fancy, ideas for appetizers and snacks—the heart and soul of the grazing movement—were widespread at the Show. The growing popularity of nuggets was particularly apparent, ranging from small pieces of breaded catfish to spicy Cajun chicken bits. Small cheese balls filled with chewy mozzarella or hot jalapenos were available, as were taco nuggets containing beef, cheddar cheese and piquant spices. A wide variety of dipping sauces, such as tangy barbecue and sweet mustard, were on hand to complement the various nuggets.

Other creations included miniaturized versions of traditional favorites, such as bite-sized quiches, mini-cheesecakes (individual 2¼ ounce servings) and mini-bagels—perfect for creating unusual hors d'oeurves.

Sandwich combinations now include pita bread pizzas, rye muffins with all the traditional Reuben fixings and hot dogs wrapped in bagels. For the health conscious, a new low-cal, no-sugar hot dog was introduced at the Show. New fillings for entree croissants were also piloted. Ratatouille has now joined the ranks of other popular favorites, such as spinach and feta cheese. Salad suppliers have expanded their pre-mixed lines in reponse to customer demand for new and varied tastes. One exhibitor added an international line with such items as Oriental Chicken Salad and Pasta Salad with Pesto and Crabmeat.

Breakfast bonuses . . .

Breakfast favorites are making inroads during other times of the day as well. Take muffins for instance. They have been adapted for the main meal with such ingredients as zucchini, cheddar cheese and carrot and sweetened for dessert with chocolate chunks and marshmallows.

For the sweet tooth . . .

Skipping a main course to save room for dessert is a typical grazing tendency. Here, too, customers want variety. Sometimes they opt for rich desserts regardless of the calorie cost while at other times they search for low-cal, more nutritional treats.

Among the low-cal offerings were a whipped frozen dessert made from real fruit juices totaling only 20 calories per ounce; tofu-based frozen treats with no cholesterol and lactose and very little fats and sodium; and a refreshing iced puree of real fruit and juices costing only 25 calories per ounce.

On the other side of the fence were rich cheesecakes with such mouthwatering flavors as raspberry and triple chocolate chip and a rich assortment of cookies, from cinnamon walnut to mocha chunk.

Grand Banquet: Culinary highlight

Balesteri accepts nomination for the NRA presidency as his wife, Velma, looks on proudly.

For the 1,000 NRA members and guests who filled the grand ballroom of the Hyatt Regency Chicago on Tuesday evening, May 21, the Grand Banquet was undoubtedly the culinary highlight of the Show. The guest of honor was incoming NRA President Ted Balestreri, and the six-course banquet reflected his style.

Chef Bert Cutino, Balestreri's partner and executive chef at The Sardine Factory, joined Chef Janos Kiss of the Hyatt Regency Chicago in planning the banquet at the special request of the new NRA President.

"Ted wanted everything to be just right," he explains. "He wanted to treat the 1,000 people who would be at the banquet with the same attention to detail, the same concern for quality that we would treat a party of two at the Sardine Factory."

Says Chef Kiss, "Each course of the meal represented a team effort. Chef Cutino would present an idea, then I would come back with modifications, depending on what ingredients I knew would be available. Or I would make a suggestion, and he would make his modifications. In this way, we worked together to develop a complete menu."

The end result was, as Cutino puts it, a "marriage of two cuisines," both with special significance to Balestreri. Although the dishes were predominantly Italian, in recognition of Balestreri's ethnic origin, they featured fresh ingredients and cooking methods indigenous to the state of California—a salute to the regional heritage of the new NRA president. And, of course, the vintage wines that accompanied each course were selected by Fred Dame, master sommelier at the Sardine Factory.

Each course a blend of ideas and cuisines . . .

What did banquet guests have to look forward to that evening, as they adjourned from the opening champagne reception to the elegantly laid tables in the Hyatt's grand ballroom? Avows Cutino, "We tried to present the best we had to offer. We made each course as innovative as possible. After all, we were serving our peers. Our names were on the line."

The first course of the evening was already waiting at each place as the guests took their seats. Centered on each gilded plate was a pasta pouch filled with calamari, scallops, shrimp and black and green olives, tied with a single leek and served on a bed of red and green pepper kooli (sauces). Cutino describes the pouches, called Frutti di Mare Sacchetto, as the meal's signature item. Chef Kiss developed the pasta pouches. The calamari and olives used in the pouches were Californian, and they were served with a light, dry sherry.

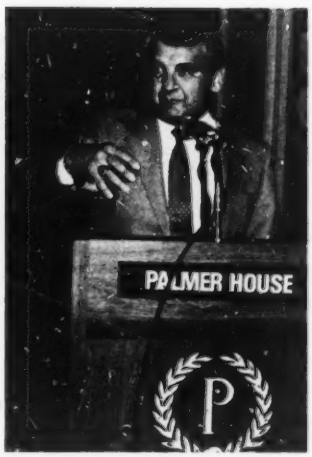
Next came Tortellini Alla Pescatora, seafood tortellini nestled in a ring of tomato spaghettini and served with pesto sauce. The spaghettini was arranged on each plate to resemble a bird's nest, and the hand-made tortellinis, stuffed with smoked salmon, provided a striking visual contrast. This course was accompanied by a light Chardonnay.

The third course, apricot sorbet with a pin cushion protea flower garni, refreshed the palate in preparation for the main course.

The fourth course, Medaghione di Vitello con Filetto di Vitello, featured a medallion of veal and a tournedo of veal, served on an artichoke bottom. According to both chefs, this course more than any other was a product of their combined expertise. "We knew we wanted veal, but we weren't sure how it should be presented," recalls Kiss. So, many experimentations later, Cutino created a sun-dried tomato sauce that enhanced but did not overwhelm the meat's natural flavors. The dish was served with sauteed baby fresh vegetables—a staple of California cuisine—and Rotolo Primavera, a pasta wheel stuffed with spinach and ricotta cheese. The entree was accompanied by a Cabernet Sauvignon.

For dessert, Cutino wanted a dish that would "unquestionably, say 'California.' And what's more 'California' than grapes and raisins?" So Chef Kiss worked with these ingredients and came up with a fresh grape linzer torte, served with fresh raspberry timbale and white raisins. A late harvest Riesling complemented the torte.

The final course of the evening was tea, coffee and a premium Napolean cognac.



Congressmen visiting the NRA Show sampled the best in restaurant fare, visited with constituents on the Show floor and briefed the NRA Board of Directors. From left to right are: U.S. Reps. James Jeffords (R-VT), William Goodling (R-PA) and Ron Marlenee (R-MT).

Congressmen see the Show

For the second year in a row, NRA invited members of Congress to see firsthand the industry's best and latest developments in foodservice technology under one roof. Five congressmen attended the Show this year as part of NRA's congressional visits program.

As in last year's visits, congressmen toured the Show floor, conferred with industry leaders, participated in an NRA political education forum and dined at some of Chicago's finest restaurants.

Like many first-time Show-goers, they were struck by the size and diversity of the industry, and they expressed a desire to return again. Best of all, they carried back to Washington a greater understanding of the restaurant business.

"The Show was a great opportunity to learn about your industry and about the issues affecting your members," said Rep. Dan Mica (D-FL) of the experience.

The congressmen were paired with restaurant executives from their state for a VIP tour of the Show floor, including stops at exhibitors operating in their district or state.

Rep. William Goodling (R-PA) said he was delighted to find four of his constituents exhibiting at the Show as well as a number of others from his home state.

Goodling and Mica's praise for the Show was echoed by their other colleagues, including Reps. Jim Jeffords (R-VT), Ron Marlenee (R-MT) and John Bryant (D-TX).

Immediate Past President Harris O. Machus at the buffet table.

First political education fundraising gala

NRA President Ted J. Balestreri chats with "Salute to the States" dinner star Tony Bennett.

A colorful array of state flags and a 15-foot red and white carnation banner spelling out "Salute to the States" welcomed more than 300 NRA members and industry representatives to NRA's "Salute to the States" dinner and dance benefit. The purpose of the evening was to fund the association's newly-established political education fund (PEF). PEF promotes political education activities within the industry, provides honoraria to members of Congress who speak to restaurant groups and supports NRA activities that make Congress more aware of the restaurant industry. Unlike the NRA political action committee (PAC), however, PEF funds cannot be used to help finance congressional races.

The sold-out $150-plate event at the Chicago Palmer House raised $38,000 to fund NRA's political education efforts.

In keeping with the theme for the fundraiser, the menu celebrated the bounty of American foods and featured delicacies from New England to California. The evening began with a champagne reception where guests were treated to regional favorites, such as Virginia Ham Mousse and North American Gravelox. The elegant buffet-style dinner was a tribute to other American trademarks, such as Pink Breast of Long Island Duckling and Red Fish, Louisiana Style. Baked Alaska with fresh raspberry sauce rounded out the culinary trip around the nation.

Complementing the tempting menu was entertainment by Tony Bennett and his Trio.

Part two of a three-part series

Planning a new restaurant

TEAM

The Project Planning

By Maurice P. Minno, J.M. (Woody) Woodburn and Rohit Bhayana

A project of any magnitude, be it the "Star Wars" defense program or the development of the federal budget, usually requires a planning team of qualified people. Creating a new restaurant is no exception.

Who is on the team . . .

The project team is responsible for developing and defining the restaurant's concept and design. Although the composition of this team will vary depending on your particular capabilities and requirements, your background, and the time and capital you are able to contribute, in this article we will assume the typical team consists of an architect (supported by mechanical and electrical engineers), a foodservice consultant, a kitchen designer, an interior designer and a graphics designer. This team can be composed of individuals and/or firms.

Other team members, depending on the complexity of your project, may include a lighting consultant, audio/visual consultant, acoustical engineer, landscape architect and energy management consultant, among others. In addition to these project planning members, you would typically consult with other professional advisors, including a certified public accountant, a lawyer and a financial advisor. Once the planning is complete, various contractors would be retained to build the project under the guidance of the project planning team.

The two team leaders are usually the foodservice consultant and the architect. The foodservice consultant should normally be the first to be retained. This person or firm leads the conceptual development of the new restaurant by defining the envisioned concept, researching its applicability in a specific market, determining its financial viability and developing its food and beverage menus. Once the concept is developed, the foodservice consultant may later develop operational standards in the form of policy and procedure manuals.

The architect coordinates the physical design of the restaurant to execute the concept. He makes sure that the efforts of the design members (kitchen designer, interior designer and graphics designer) are coordinated with his own ideas to produce a restaurant that is aesthetically pleasing, functional and, most importantly, in agreement with your envisioned concept.

Laying the ground rules . . .

Before selecting the team, you need to have thought out the particulars of your desired restaurant concept and the resources you can muster. Though each case will differ, it will be helpful to have considered these four elements:

1. The concept: You should have a good idea of what type of restaurant you want and how you want it to appear to your guests. Define the location, type of restaurant (fast food, fullservice, family), ambiance, menu style, approximate menu price ranges, number of seats, type of clientele, style of beverage service (if any) and entertainment. Supplement your ideas with pictures, menus, and magazine clippings that show the kinds of specifics you want to incorporate in your restaurant. (For more information on feasibility and concept development, see part one of this series in the May 1985 issue of ***NRA NEWS***.)

2. Time frame to completion: Set a deadline for the opening, this will help team professionals schedule their activities. The time frame may be dependent on a lease or purchase option you have obtained from the site owner or perhaps on financial arrangements you have made. The initial team members should be able to assess the practicality of meeting your time frame.

3. Time constraints and experience: Team selection will depend on the time and expertise you can devote to the project. If you are managing a restaurant full time, you may have very little time to coordinate the project. In this case, it would be necessary for you to contract a full team with a strong leader who can coordinate the project. However, if your job is flexible, you should have time to coordinate and oversee the team's activities.

As with time constraints, your experience will affect the team's composition. If you are a qualified kitchen designer, for example, you may not need to hire one. However, consider the time you will need to accomplish these tasks and how it may affect your ability to coordinate the project.

Finally, recognize that you have hired qualified professionals who base their decisions on experience, research and professional judgment. By all means question their decisions, but don't let your preferences hamper your objectivity.

4. Financial resources: A foodser-

Maurice P. Minno is a principal, J.M. (Woody) Woodburn is a vice president, and Rohit Bhayana is an associate of MDR Associates and the Food Design Workshop in Fairfax, Virginia, a professional hospitality management consulting firm, specializing in restaurant and menu development and kitchen design.

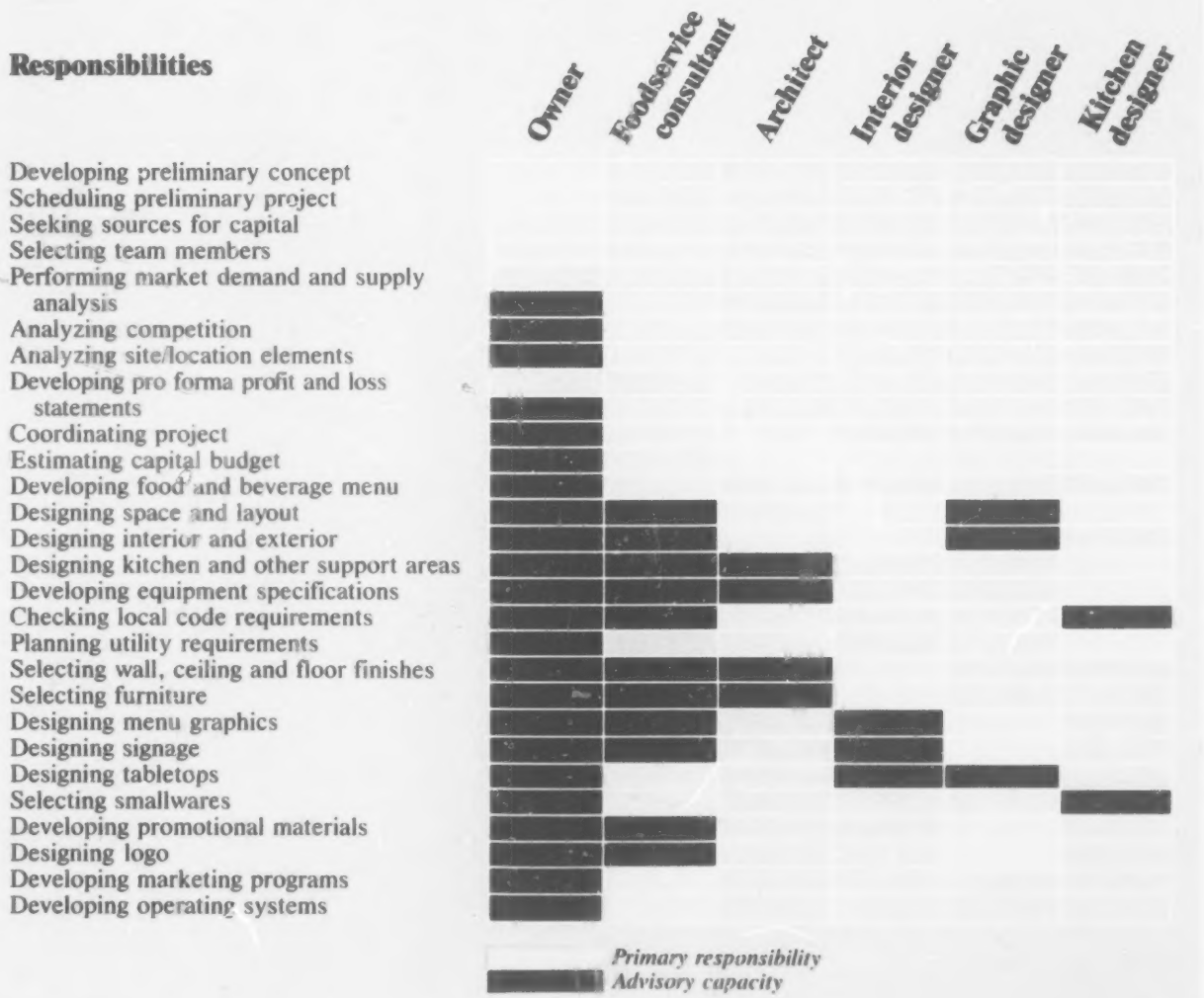
vice consultant can help determine the amount of capital you need to create your concept and should be able to prepare a written prospectus of your concept and its viability for presentation to prospective lenders. In addition, you need to determine how much of your own money you will contribute to the project. (The next part of this series—to appear in the September 1985 issue of ***NRA NEWS***—will discuss financing in greater detail.)

Assembling your team . . .

Once you have laid the groundwork, you are ready to assemble your team. To find qualified professionals who are right for your project, turn to:

- **restaurateurs:** The best source for referrals are other restaurateurs. Ask your friends and acquaintances in the restaurant industry whom they recommend. People do not usually take personal recommendations lightly and are therefore likely to give you accurate information. Besides asking people you know, talk to owners of other restaurants, particularly if you like some aspect of their operation.
- **associations and publications:** Most professions have trade associations that represent their interests. Being a member of an association does not necessarily qualify the person or firm, although organizations such as the American Institute of Architects (AIA) do set certain standards for membership. It is best to use the associations as one of the sources for referrals, but you still need to evaluate each referred candidate. For each specific profession, the following associations are the most commonly recognized.
  - *Architects:*
    American Institute of Architects (AIA)
    1735 New York Ave., N.W.

The Project Planning Team Responsibility Schedule



Washington, DC 20006
(202) 626-7300

- *Foodservice consultants* and *kitchen designers:*

Foodservice Consultants Society International (FCSI)
13227 8th Ave., N.W.
Seattle, WA 98177
(206) 362-7780

and

NRA Information Services
311 First St., N.W.
Washington, DC 20001
(202) 638-6100

- *Interior designers:*

American Society of Interior Designers (ASID)
1430 Broadway
New York, NY 10018
(212) 944-9220

- *Graphics designers:*

American Institute of Graphic Arts (AIGA)
1059 3rd Ave.
New York, NY 10021
(212) 752-0813

In addition, your local restaurant association may be able to provide a list of candidates in your area. Trade publications may also provide leads to prospective team members. Look for articles on restaurant design and development. The authors of those articles may themselves be potential team members or will likely be able to refer you to qualified professionals.

Evaluating prospective team members . . .

Once you have compiled a list of prospective team members, you need to condense the list to your final team. The best way to do this is to go through a systematic qualifying process, evaluating each candidate by the same criteria. This makes comparisons easier. For each candidate, find out:

- **Past experience:** Obtain references. Ask for names of restaurants that are similar to yours in size, quality and style of service. Contact the reference and ask about the candidate's reliability, timeliness and ability to stay within an agreed upon budget. Ask about the candidate's knowledge, professionalism and ability to meet a client's needs. Also check to see how well they worked in a team environment. If you are considering a firm, check the personal qualifications of the professionals who would be assigned to your project.
- **Years in business:** A person or firm that has been in business for a while has probably done good work with previous clients and has thus built a solid professional reputation. Longevity can also be a barometer of continued support.
- **Personal chemistry:** Personal chemistry can also influence rapport. Does the candidate's personality complement your own or would you have difficulty working together? Also, how do you think the candidate will get along with other team members?

Communicating with the team . . .

Once the project work begins, accurate and timely communication among team members is necessary to ensure that all are working under the same assumptions and are heading in the same direction. Several techniques will help keep the communication flowing:

- **The design program**—This invaluable document details all the criteria and assumptions on which the restaurant's design will be based. It defines each element of the operation—from receiving to menu design—and indicates how these elements interrelate. It also specifies the equipment and flow patterns necessary for the restaurant to operate as desired. This document needs to be fluid so it can evolve with each change of direction.
- **Responsibility and time schedule**—A project of the magnitude of planning a new restaurant is best tackled by breaking it down into tasks. Assign deadlines and designate responsibilities by appropriate team members. The "Project Planning Team Responsibilities Schedule" included in this article is an example of a format that can be used to program the project. Be sure to set starting task dates and ending deadlines. Distributed to all team members, the schedule becomes both a guide and a method to monitor the project's progress.
- **Meetings**—Frequent meetings are needed to discuss and communicate the project's progress. Reduce the trivialities by limiting the focus of each meeting through a pre-set agenda that is sent to all members in advance. This allows them to be prepared for the meeting. Also, only those who are specifically concerned with the meeting's agenda should attend. Nonattending members are kept informed through accurate, detailed meeting minutes, which also supplement the memories of those who attended.

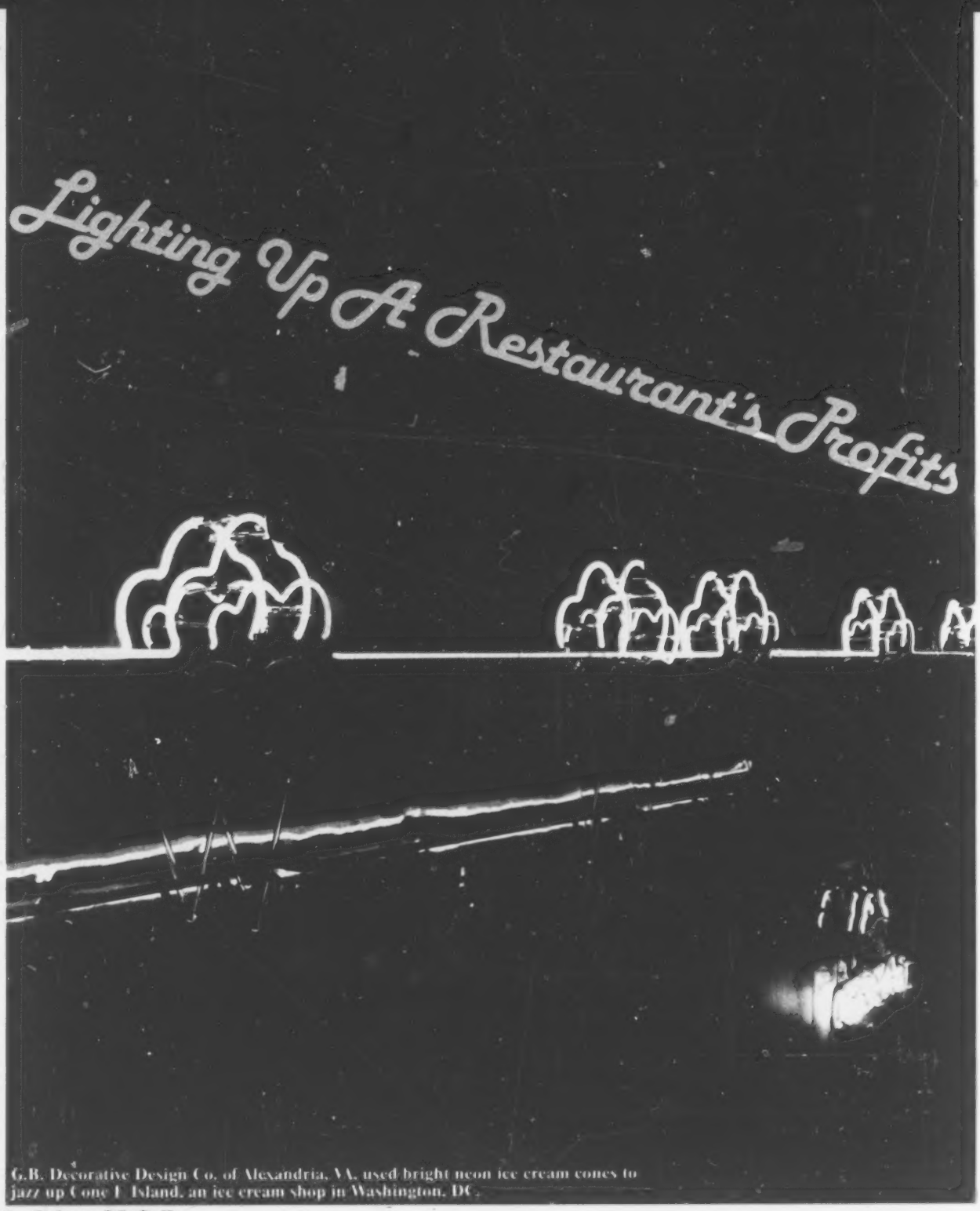
Summary . . .

Although the composition of each project team will vary, a systematic selection process yields a project team that works smoothly and efficiently to design your new restaurant. ❑

Project planning pitfalls

Problem area	May result in:
Poorly defined concept	• Inappropriate menu for the market • Layout or equipment that does not meet operation's needs • A facility design that does not embrace the owner's vision
Project deadlines not specified	• Restaurant opens past the desired date • Project costs run substantially higher than budgeted.
Financial resources not researched	• Available capital expended before the project is finished • There is insufficient capital for the type of restaurant desired
Hasty selection of team members	• Incompetent team member(s) selected • Team members are incompatible with each other and/or the owner • Team members are not qualified for the particular project

Lighting Up A Restaurant's Profits



G.B. Decorative Design Co. of Alexandria, VA, used bright neon ice cream cones to jazz up Cone I. Island, an ice cream shop in Washington, DC.

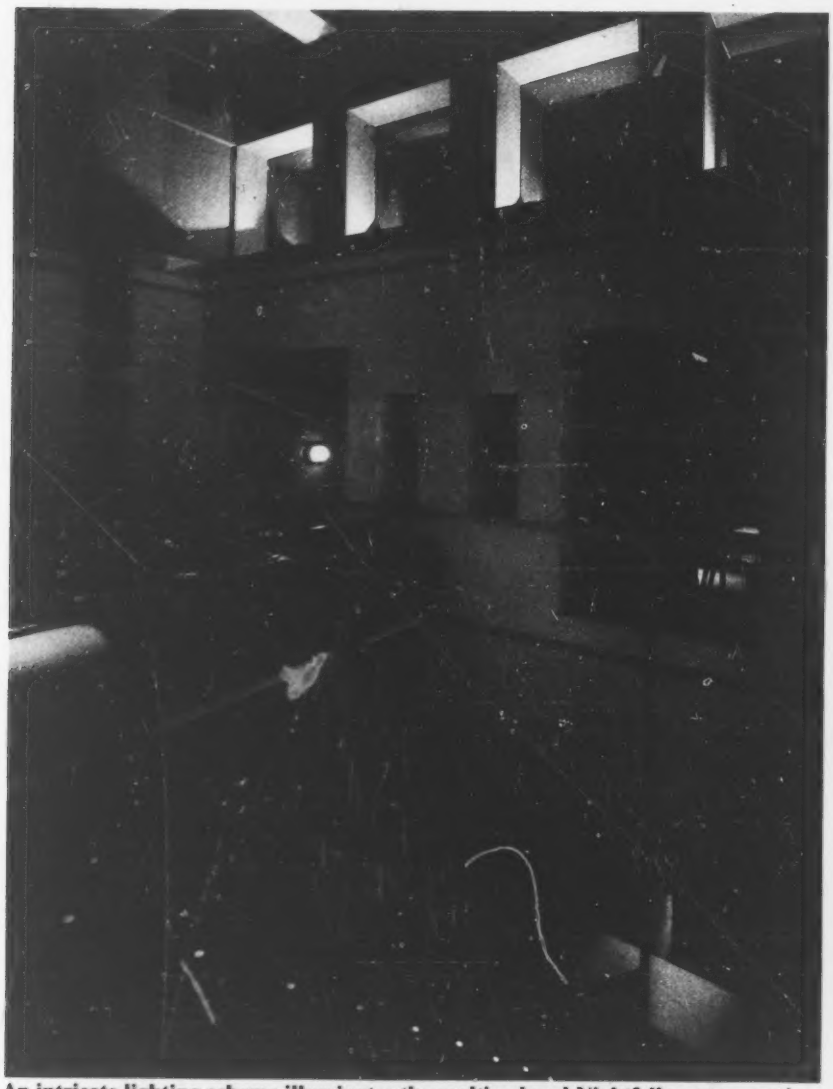
by Celeste McCall

When customers walk into a restaurant, how the establishment is lit can influence their decision to remain and order or turn around and leave. According to some lighting experts, lighting constitutes 60 percent of the restaurant's interior design and is often the single most important factor for creating a patron's first impression of an establishment. A darkened doorway, for example, can make the restaurant appear closed or uninviting.

So what makes for ideal restaurant lighting? A working combination of functional and decorative lighting is what each operation needs. Functional lighting is the practical use of lights—for reading a menu, eating and moving safely around the restaurant.

Celeste McCall is a freelance writer in the Washington, DC, area who frequently writes on foodservice topics for **NRA NEWS.**

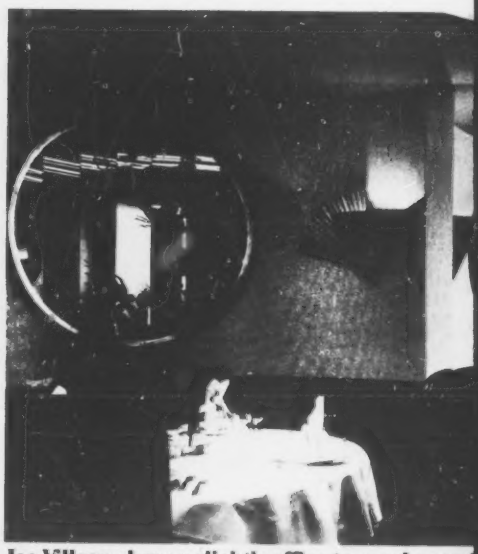
"We use pink lighting because we think it is the most complimentary to food, especially seafood."



An intricate lighting scheme illuminates the multi-colored Nightfalls restaurant in Brooklyn, NY. Designed by Voorsinger and Mills.

Magnificent stained glass dome, 14 feet in dia ceiling at Michael's Restaurant in the Barbary Incandescent lights, placed at the base of the framework, illuminate the 3,900 pieces of stain in the dome. Designed by Wallach Stained Gla

"Lighting will change



Joe Villano chose a slightly offbeat curved neon wall scones to illuminate Shun Lee Palace in Ne

Decorative lighting is the use of lights to create a mood and special effects.

Lighting begins with types of customers . . .

When designing a restaurant interior, an architect often sits down with a lighting expert and the restaurant owner to go over basic concepts for space, location, type of clientele and expectations for that space.

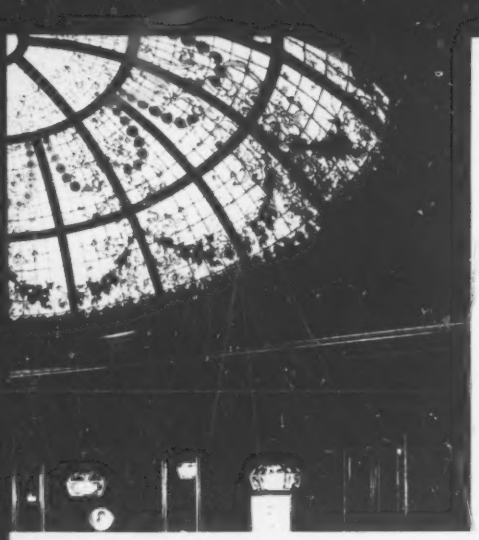
"The restaurant (and lighting) design starts with the owner stating what kind of place the restaurant should be," says Mitchell Kohn, a lighting designer in Chicago, IL. "The lighting should be part of the total picture." If a proprietor wants a fast food or family style establishment with a high customer turnover, bright or warm lights will induce people to come in, order quickly and leave. If an owner prefers a more upscale establishment that will encourage patrons to linger, dimmer, softer lighting will be more appropriate.

Restaurant lighting should also enhance the food and customers. For this reason, many upscale restaurants avoid fluorescent lights because these make flesh tones look sallow and a rare steak look gray.

Incandescent lighting, on the other hand, makes skin appear warm and golden; the effect is similar to sitting by a fire or in candlelight. This type of lighting works best in the powder room, too.

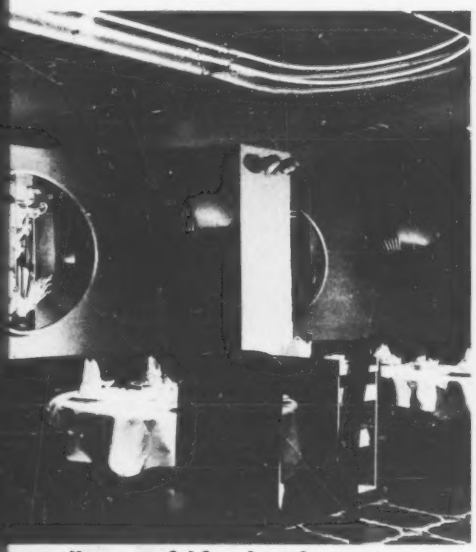
Lighting to see by . . .

The most important step in lighting a restaurant is to choose functional lighting that will allow customers to see where they are going and what they are ordering and eating. These utilitarian functions are accomplished by either general lighting—overall light intensity—or specific lighting.



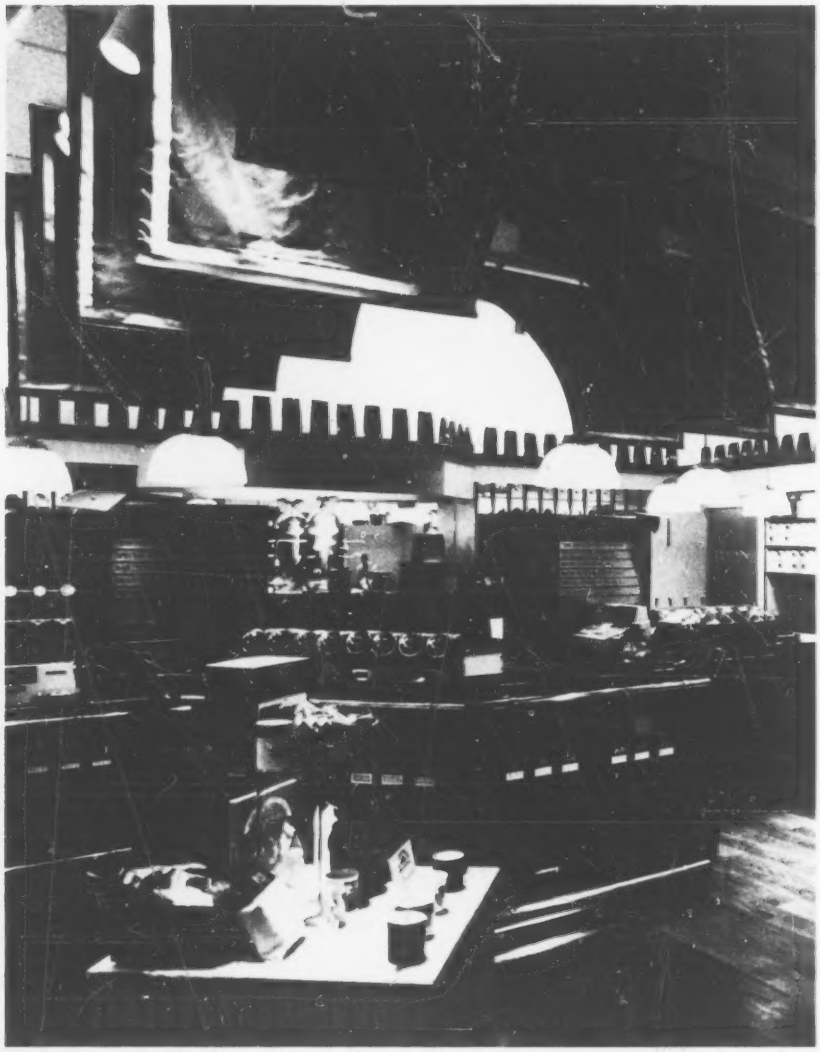
and 4 feet deep, dramatizes the st Hotel, Las Vegas, NV. s and on the ribs of the glass lass, rosettes and antique jewels udios of Berkeley, CA.

ith the environment."



as well as graceful fan-shaped rk City.

"Fluorescent lights make flesh tones look sallow and a rare steak look gray."



Cline Bettridge Bernstein Lighting Design, Inc., NY, NY, chose strip lighting, spotlights, pendant lights and baffled (hidden) track fixtures to highlight special features at the Coffee Works Gourmet Coffee and Tea Emporium in New Jersey.

which highlights individual objects or spaces, such as the restaurant entrance, hallway, an exit sign or the stairs leading to the dining area, lounge or rest rooms.

Sources for general lighting are chandeliers, recessed downlights with floods (wide beam bulbs) or track lighting with fixtures that house floods (wide beam bulbs).

Specific lighting comes from painting lights (the kind you see in art galleries), sconces, recessed lighting with spots (narrow beam lights) or track lighting with fixtures, which house spots (narrow beam bulbs). According to lighting designer David Winfield Willson, whose headquarters are in San Francisco, CA, a restaurant does not need bright, glaring lights to enable patrons to read menus or to see their food or each other.

The iris of the eye is fully opened in a dimly lit room, and glaring lights will make the iris contract, making it impossible to see much of anything. Instead, Willson recommends a uniform level of lighting throughout the dining area, with no pockets of excessive visual contrast between the tables and other areas of space. The level of lighting, on the other hand, may be high or low, depending on the atmosphere desired. Wilson prefers indirect sources, such as uplight from soffits (overhangs) around the room and/or direct downlighting from recessed fixtures.

Lighting to set a mood . . .

Once the utilitarian aspects have been taken care of, a restaurateur can focus on lighting to set a mood. This often involves three major variables: the direction of the light, the intensity of the light and the color of the light.

According to many lighting experts, the location of the light source

has a lot to do with the mood created. Low-level sources—the candle on the table, a lamp, lighting from behind a banquette, lateral lights or uplights hidden in plants—contribute to a sense of intimacy.

"Owners today are steering away from shining lights directly down onto tables in favor of bathing lights across walls or reflective surfaces," notes Gary Turner in the April issue of *Skylite* magazine. Turner of G.B. Decorative Design in Alexandria, VA, adds that this type of lighting is not always easy. "You have to light the room, obviously, but the lighting also has to be flattering to the room, the customers and the food, to give that lasting impression that will bring people back," he adds.

Lighting to match the time . . .

Customer mood is directly related to the time of day, and this relates directly to lighting intensity. Generally, the later the hour, the more relaxed the customer. During breakfast or lunch hours, lighting should be bright for a brisk, businesslike mood. Brighter lights also accommodate the solo diner, who often reads while eating.

As the day progresses, the diner becomes more relaxed, and restaurant lights should be lowered accordingly. That is one reason there is an attempt made in many upscale restaurants to integrate restaurant lighting with the time of day.

Even though a restaurant may receive natural light during the daytime, some areas will still require artificial light. That light will have to be at a higher level in the daytime (to hold its own against the bright natural light) than it will in the late afternoon or after dark.

If the restaurant is windowless, the contrast becomes even more important. Customers should not walk from bright daylight into a "black hole" or even worse be blasted by bright light after they walk out of a restaurant.

Light levels are often regulated by dimmers, either manual, automatic or computer-controlled.

Since every restaurant employee will have an opinion of what the light level should be at any given time of day, the use of a pre-set dimming system helps avoid confusion. Many systems can be adjusted so that each change in light intensity takes place over several minutes so that the change will not disrupt diners.

Colors add drama, creativity . . .

Color plays a vibrant role in restaurant lighting, especially in atmospheric restaurants. Color can make a customer feel comfortable, attractive and otherwise in a mood to remain, linger and return again. On the other hand, some colors, such as bright reds and oranges, can be used to encourage customers to eat and run.

An inexpensive but effective new way to change or enhance colors is by filters or gels. To correct incandescent lighting, which turns yellow when dimmed (yellow has a tendency to make guests look sallow), pink gels may be used. If a restaurant's fixtures cannot accommodate filters or gels, individual light bulbs may be dipped or coated with gels.

Gary Koch, president of the Golden Lion, an American-style restaurant in Springfield, MO, favors pink lighting. "We use pink lighting because we think it is the most complimentary to food, especially seafood. Even oysters on the half shell look more tantalizing under pink lighting. Pink lighting is also the most flattering to skin tones."

For color effects, Koch utilizes a variety of lighting fixtures. Besides the standard incandescent reflector spotlights, Koch uses some pink-colored combination incandescent-fluorescent lights, which are relatively new on the market. These lights combine the best features of incandescent and fluorescent. They allow flattering incandescent illumination without much heat, and they don't emit the harsh glare of regular fluorescents.

For other effects, Koch hand paints regular fluorescent tubes with latex-based paints or uses colored filters. "Some people also use different colored plastic sleeves on fluorescent tubing," Koch adds.

For an interesting amber effect, Koch sometimes makes a paste of instant coffee and water and paints it directly on the fluorescent tubing. "It smells better than most paint," Koch quips. In general, Koch recommends buying colored fixtures rather than adding paint or filters.

Nightfalls, an award-winning restaurant in the Bay Ridge section of Brooklyn, employs color creatively in its intricate lighting scheme. The 2½ year-old establishment (so-named because of a 36-foot waterfall in the outdoor dining area) sports 50 different shades and colors. Those colors are enhanced by careful lighting.

While shopping for lighting fixtures, Nightfalls' architect Voorsinger and Mills tested numerous types and colors of bulbs in the restaurant before buying them. "Lighting will change with the environment," warns owner David Naman.

Lighting for special effects . . .

Lighting is often used for dramatic special effects. Special effects lighting can be general—used simply to underscore overall lighting—or specific, a focal point in itself.

Lighting designer David Winfield Willson sometimes uses deceptively simple methods to create special effects to underscore the overall lighting or to become a focal point by themselves. "Light reflected from the surface of water or crinkled metalized plastic can be marvelous," Willson says. "These effects should be directed from hidden sources, so that light from the lamp never glares directly into the eyes of the viewers (customers)." Other techniques he uses include patterns of light—either out of focus to evoke the look of moonlight through greenery or projected over three dimensional surfaces, such as a wall sculpture.

Shun Lee Palace, in Manhattan's East side, is a stunning example of special effects lighting. Designed by interior decorator Joe Vilano, Shun Lee Palace features graceful fan-shaped wall scones that emit soft illumination from behind the wall. The lighting shoots to the ceiling and bounces back for an attractive effect.

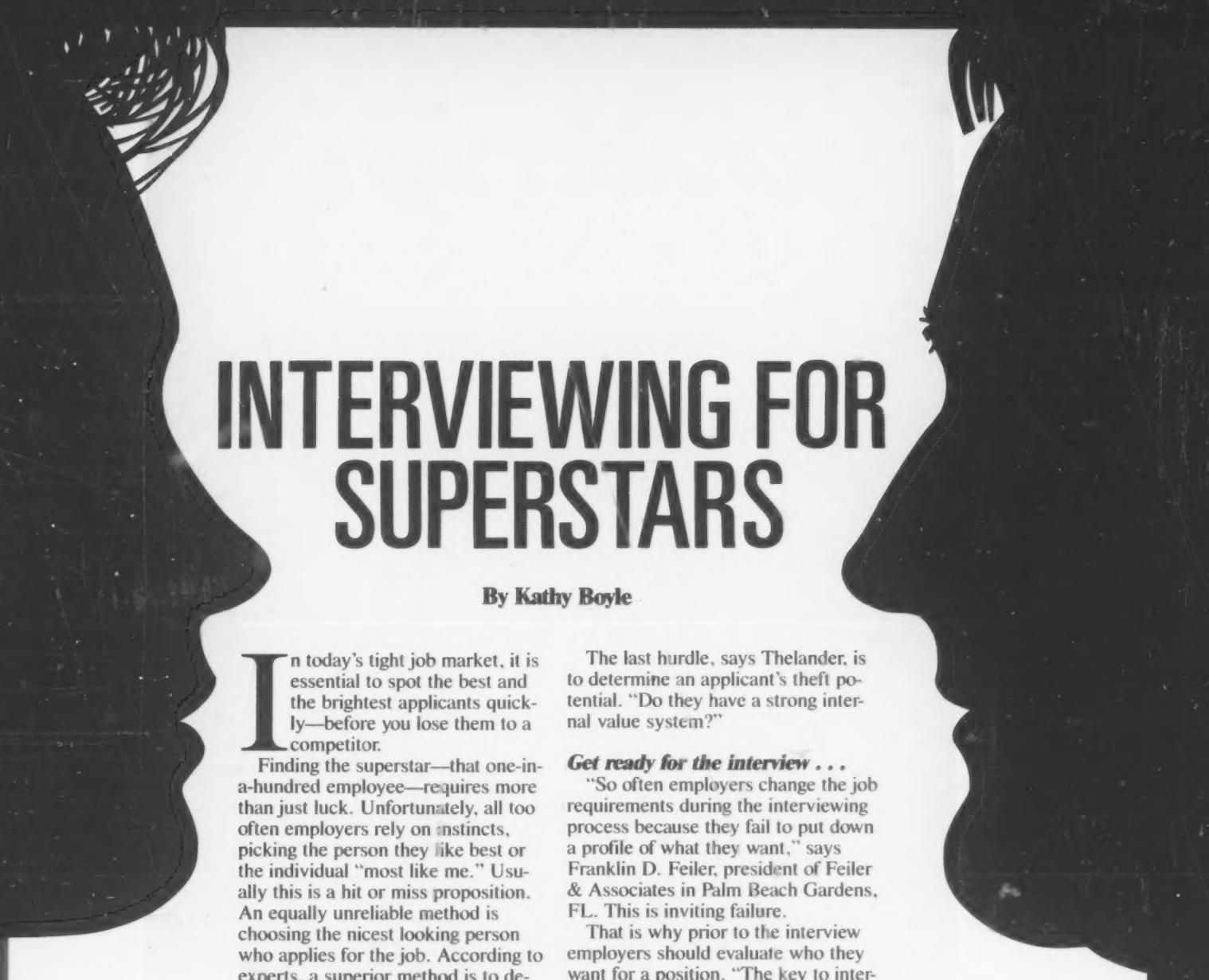
Perhaps the most dramatic feature in the restaurant is a curved neon light, which snakes around the ceiling, lending a slightly offbeat—almost art deco look—to the room.

Other examples of dramatic lighting include large, usually handmade stained glass domes suspended above dining areas. Such domes can be found in Gilbert Robinson, Inc.'s Devon Bar and Grill in Washington, DC, and Michael's, the restaurant in the Barbary Coast Casino in Las Vegas, NV.

In sum . . .

Successful restaurant lighting is not difficult to achieve if an operator knows who his customers are and can put himself in their shoes. ❑

Editor's note: *One source for lighting experts is the International Association of Lighting Designers, 30 W. 22nd St., New York, NY 10010; (212) 206-1281.*



INTERVIEWING FOR SUPERSTARS

By Kathy Boyle

In today's tight job market, it is essential to spot the best and the brightest applicants quickly—before you lose them to a competitor.

Finding the superstar—that one-in-a-hundred employee—requires more than just luck. Unfortunately, all too often employers rely on instincts, picking the person they like best or the individual "most like me." Usually this is a hit or miss proposition. An equally unreliable method is choosing the nicest looking person who applies for the job. According to experts, a superior method is to devise an effective interview plan.

According to Ted Thelander of T.A. Thelander and Company in Cleveland, OH, there are three things you look for during the interview. First are "can do" items, which cover the applicant's ability, talent, education, training, experience and knowledge. Usually most of this information can be obtained from the resume or application, but it may be necessary to probe for more detail during the interview.

Second are "will do" items which, according to Thelander, include the applicant's "motivational package, recurring feelings and thought patterns."

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The last hurdle, says Thelander, is to determine an applicant's theft potential. "Do they have a strong internal value system?"

Get ready for the interview . . .

"So often employers change the job requirements during the interviewing process because they fail to put down a profile of what they want," says Franklin D. Feiler, president of Feiler & Associates in Palm Beach Gardens, FL. This is inviting failure.

That is why prior to the interview employers should evaluate who they want for a position. "The key to interviewing," according to Feiler, "is using a patterned interview." The patterned interview method develops a series of questions based on a job description. Each successive candidate is asked the same set of questions. Criteria are set for acceptable answers, and all applicants are evaluated comparatively.

The first step in getting ready for the interview is, therefore, to draft a job description. The job description provides a road map during the interview as well as a handy reference piece for explaining to potential candidates what will be required of them on the job.

When you begin, consider the requirements necessary: education, job knowledge, judgment, ingenuity, initiative, mental ability, physical requirements, skill, training, experience and personality traits. Under each

category set criteria. For example, for a hostess position, the physical requirements might be excellent hearing and vision as well as endurance to walk or stand for 85 percent of the time without noticeable fatigue. With criteria set for the job, it is easier to explain to applicants what they would be asked to do and easier to measure their ability. It is also easier to draft appropriate questions about the applicant's work history, attitudes and motivation. (See sample questions in sidebar).

In developing criteria for managers, Carla Conroy, human resources manager for corporate headquarters at Burger King, Inc. in Miami, FL, says, "We want someone with a positive attitude who loves people since they have to work well with customers as well as with the 30 to 60 people employed at the unit. We look for a good fit."

Lastly, prior to the interview, plan to set aside enough quiet time to conduct the interview. Find a place that is relatively calm and free from disruption—especially from the telephone.

Listen for the right answers . . .

Once the preliminary homework is complete, the interviews can begin. Experts agree that it is important to make the applicants comfortable to get the most accurate impression. That is why taking a few minutes to chitchat about the weather, a football game, the traffic or some other nonthreatening topic should precede the actual interview. By putting the applicant at ease you hope to establish confidence and a free and easy talking environment.

Using a data base of more than 300,000 job characteristics, Thelander of T.A. Thelander and Company identifies characteristics which match a particular job. This, he maintains, speeds up the selection process. In a recent eight-day period Thelander screened more than 4,000 applicants for 225 positions for the newly opened Baltimore Plaza Hotel in Baltimore, MD. Explaining how the data base works to generate questions,

WHATEVER YOU ASK MAY BE

Title VII of the 1964 Civil Rights Act and subsequent legislation prohibits employment discrimination on the basis of sex, race, color, religion, national origin or age. Because the employment application and interview process is the key to hiring, it's important to observe some legal guidelines when you interview. Many states have their own particular recommendations or requirements, and some state laws bar discrimination in areas beyond those covered by federal law. Nevertheless, federal guidelines offer general boundaries for the interviewing employer.

What can you ask? . . .

The law, according to the Equal Employment Opportunity Commission (EEOC), prohibits the use of all pre-employment inquiries and qualifying factors that are not valid predictors of successful job performance or cannot be justified by "business necessity." Pre-employment inquiries concerning race, color, religion, sex or national origin are not considered violations of the law in and of themselves, but they may constitute evidence of discrimination.

In devising or reviewing application forms or in seeking information from job applicants, EEOC recommends that employers ask themselves two questions. (1) Will the answers to this question, if used in making a selection, have a disparate effect in screening out minorities and/or members of one sex (i.e., disqualify a significantly larger percentage of members of a particular group than others)? (2) Is this information really needed to judge an applicant's competence or qualification for the job?

Specific areas to watch for . . .

Marital status and children

Questions about marital status, pregnancy, future child-bearing plans and number and age of children may be a violation of Title VII if used to deny or limit employment opportunities for female applicants. Employers are cautioned against use of such non-job-related questions. Information needed for tax, insurance or Social Security purposes may be obtained after employment.

Facility with English

When the use of an English language proficiency test disqualifies a significantly large percentage of a particular minority group, and English language skill is not a requirement of the work to be performed, there is a violation of Title VII.

However, if an employer can show that facility with the English language is necessary (as, for example, for communicating with other employees or dealing with customers), courts have been willing to uphold such requirements.

Citizenship

A person who is a lawfully immigrated alien is legally eligible to work and may not be discriminated against on the basis of his/her citizenship, except in the interests of national security. Security interests must be determined under a United States statute or presidential executive order respecting the particular position or premises in question.

Arrest vs. conviction

The courts and the commission have held that without proof of business necessity an employer's use of arrest records to disqualify job applicants is unlawful discrimination. The reason: Some minority groups are arrested more frequently than whites in proportion to their numbers in the population and often there are no subsequent convictions. Making personnel decisions on the basis of arrest records, therefore, has the effect of disproportionately limiting the employment opportunities of members of these groups.

The employer does have more latitude when asking about convictions.

Thelander says, "For a manager you want someone with a high level of energy. Ask them what they do in their off hours. You're looking for someone who jogs, plays tennis or does something else to sweat."

"There really are no right or wrong answers in our profiling," says Thelander. He points out that "A person that prefers more sedentary leisure time, like stamp collecting, would not be eliminated from consideration for restaurant work. Rather, we might suggest placing that person in behind-the-scenes work, such as computer programming."

Honestly sharing information is essential for a successful interview. "We look at our initial screening interview as an information giving and receiving time," explains Ann E. Coughlin, corporate recruiter for Prufrock Restaurants in Dallas, TX. "We tell managerial candidates that they will work six days or 54 hours a week for the first six months. After that they move to a five/six day alternating workweek. At the same time, we try to learn what they do in their free time and see if it conflicts greatly with this type of work schedule."

Look for enthusiasm . . .

Michael Hurst of the 15th Street Fisheries in Fort Lauderdale, FL, uses a good-natured approach to determine an applicant's ability to get along with others. "The key to hospitality is personality," claims Hurst. "If they show expressiveness by moving their body or eyes and changing the tone of their voice and at the same time show the ability to laugh at themselves in a difficult situation, they will readily and easily show what they are enthused about. If I find someone who can get enthused about something, then that person will share the enthusiasm—say for new menu items—with customers."

When interviewing potential management employees, Hurst is on the lookout for leaders. He always asks the same series of questions: "What new things have you taught the help in the last 12 months? What are you thinking of teaching them in the next

USED AGAINST YOU

Avoiding discrimination in the interview process

While felony or misdemeanor convictions may not be an absolute bar to employment, an employer may give consideration to the relationship between the conviction and the job in question, taking into account such factors as number, nature and time of convictions.

Criminal actions should not be discounted altogether. Legal trends now indicate that in some cases employers may be held liable for criminal actions by their employees on the worksite if the employer knew or should have known (i.e., via checking references) of past instances of violence.

Age

The Age Discrimination in Employment Act of 1967, as amended, prohibits discriminating on the basis of age against individuals 40 to 70 years old.

Because a request that an applicant state his age may deter older applicants or may otherwise indicate discrimination based on age, employment application forms that request such information will be closely scrutinized.

Many employers now avoid such problems by merely asking for a certification that a person has reached the threshold age which their state requires for working or more specifically, for serving alcoholic beverages.

Availability for work on weekends or holidays

Employers and unions have an obligation to accommodate the religious beliefs of employees and/or applicants unless to do so would cause undue economic hardship. According to EEOC, questions relating to availability for work on Friday evenings, Saturdays or holidays should not be asked unless the employer can show that such questions do not have an exclusionary effect on those persons who would need an accommodation because of their religious practices.

Much will depend here on the employer's scheduling requirements. If an establishment is very busy on Saturdays, for example, giving an employee that day off every week is more likely to cause undue hardship than if the business was busiest during the week.

Financial status

Rejecting applicants because of poor credit ratings has been found unlawful by EEOC unless business necessity can be shown.

Inquiries as to an applicant's financial status, such as bankruptcy, car ownership, rental or ownership of a house, length of residence at an address or past garnishment of wages, if utilized to make an employment decision, may likewise violate Title VII.

Final considerations . . .

Job-relatedness is the most important factor in analyzing your application and interviewing process. Avoid asking irrelevant questions that can be used to fuel a discrimination charge. The EEOC's attitude is expressed in these closing paragraphs:

"It is reasonable to assume that all questions on an application form or in a pre-employment interview are for some purpose and that selection decisions are made on the basis of the answers given. In an investigation of charges of discrimination, the burden of proof is on the employer to show that answers to all questions on application forms or in oral interviews are not used in making hiring and placement decisions in a discriminatory manner prohibited by the law.

"To seek information other than that which is essential to effectively evaluate a person's qualifications for employment is to make oneself vulnerable to charges of discrimination and consequent legal proceedings.

"It is therefore in an employer's own self-interest to carefully review all procedures used in screening applicants for employment, eliminating or altering any not justified by business necessity."

—Robert Palmer

12 months? What new things have you done in the last 12 months to build the customer base? What will you do in the next 12 months?"

"I'm looking for a 'builder,'" says Hurst. "I want managers who behave as though they have their own name on the door and try to build the operation. If I hear instead, 'I didn't have the time for that,' the person is a 'worker' but not a builder and not the manager I'm looking for. Instead I want to hear about the exciting promotions they thought of, the schools they visited, the work they did with the chamber of commerce and the community. This is the goal-oriented leader, who is highly motivated and the self-starter I want."

Ask open-ended questions . . .

All experts warn against any questions that lead to just a yes or no answer. Franklin Feiler recommends beginning with a general, open-ended question, such as asking the candidate to describe his/her last job or finding out what the applicant liked best and least about that job. "Then the really important part is listening to the answers. Look for red flags," warns Feiler.

An extension of Feiler's system of asking each applicant the same series of questions is using several different interviewers to ask essentially the same information. About a year ago, Wendy's in Dublin, OH, began using a system designed by Developmental Dimensions International of Pittsburgh, PA, known as "Targeted Selection." The system is based on the premise that past behavior determines future behavior. "We take a job description and develop 10 dimensions for the job," explains Kay Robinson, recruiter for Wendy's. "For each dimension we come up with questions. Suppose leadership is required for a store manager. Then we might ask a candidate, 'What have you done to develop subordinates? Describe the situation, the actions you took and the outcome.'"

Each candidate is interviewed by three different interviewers. Each interviewer rates the candidate on a scale from one to five for each dimension. Then the three interviewers get together to determine which of the candidates best meets the criteria.

Prufrock Restaurants uses psychological testing as a tool to learn more about an applicant. "We do the psychological testing at the beginning of

For the interview:

Sample open-ended questions

These open-ended questions come from NRA's dining room management course. They can be used to encourage applicants to talk about

1 level and complexity of a job

- ☐ What did your job at XYZ consist of?
- ☐ Describe a typical day on your job at XYZ.
- ☐ What things took most of your time on this job?
- ☐ How much contact did you have with others?

2 extent of their responsibility

- ☐ Explain where you fit into the organization at XYZ.
- ☐ How often did you and your boss get together, and what problems did you discuss?
- ☐ Give me some examples of the kinds of decisions you had to make on your job at XYZ.
- ☐ Tell me a little about your boss and about your job.
- ☐ How was your work checked and by whom?
- ☐ What rules or procedures did you follow?

3 motivation

- ☐ How did you get that job?
- ☐ When and why did you begin to think of leaving?
- ☐ What are some of the things that made you stay at your present job?
- ☐ What made you change jobs?
- ☐ Under what circumstances would you stay at your present job?
- ☐ What do you hope to find here that you do not have at your present job?
- ☐ What are your short- and long-range goals?

4 attitudes and feelings

- ☐ What did you like best about your last job?
- ☐ What didn't you like about it?
- ☐ What did you feel about your boss?
- ☐ Was there anything about the company or the way they did business that you did not like?
- ☐ What kind of atmosphere or climate exists in the company?
- ☐ How did you feel about the progress you made on your job?
- ☐ What do you consider an ideal job for you?
- ☐ Under what type of supervision do you work best?
- ☐ What bothers you most about your present or past co-workers?

5 effectiveness on the job

- ☐ What were your most significant accomplishments on your job?
- ☐ Describe some of the tough problems you encountered on your job.
- ☐ What personal attribute or ability do you have that contributed most to the success of your job?
- ☐ What attribute or characteristic do you have that you wish you did not have?
- ☐ How much did you progress in your past job?
- ☐ Do you have any outside activities or responsibilities that will interfere with your job?
- ☐ What will you do to make this a better operation?

the second interview and use it to set guideposts for that interview," says Coughlin. "If the results show us, for example, that a candidate is extremely tolerant, we may want to lead the questioning in this direction. Being tolerant is good, but if they are too tolerant, they may procrastinate, letting a problem go unsolved until it gets out of hand." Learning that a candidate is too tolerant, however, would not necessarily eliminate him or her for a potential managerial position, explains Couglin. "Rather, we would alert the candidate and work with that person to compensate in this area in future training."

"Sometimes you cannot rely on past experience to assess an applicant's potential," says Couglin. "College students, for example, may have never held a managerial position for a company. You can, however, learn a lot about their leadership ability by asking about extracurricular activities and the roles they assumed."

Carla Conroy at Burger King also cautions against overly typecasting potential candidates. "Recently I hired a manager whose entire previous work history was in accounting," she recounts. "When I asked him why he was looking into restaurant management, he told me he loved working with people and was really dissatisfied working in an area where he didn't deal directly with the public."

Ideas for interviewing hourly employees . . .

Hourly employees are traditionally interviewed by the manager at the unit which has the opening. At Wendy's, managers look for crew based on

1. friendliness. Are they outgoing?

2. compatibility. Are they trainable and cooperative? and

3. availability. Can they work the hours needed? Do they have transportation or the ability to get to the job?

"We teach our managers how to make the best use of the short time they may have to interview an hourly applicant," points out Robinson. "We tell them how to review an application, where in the unit to conduct the interview, the best time of day to interview and how to check references. Wendy's field trainers give ideas on questions to ask."

One area of prime concern when hiring hourly employees is turnover. Stability is a factor that many operators look for. "When hiring hourly people, we are looking for people who have lived here with their family," explains Hurst of 15th Street Fisheries. "I look for people who have lived one or more years in the area. Generally, you can spot a snow bird since they show up in November," adds Hurst. "For dishwashers and cooks I especially want someone stable. I look over their job history to see if they held jobs for a while."

At Burger King applicants for hourly slots are evaluated both by their reasons for applying and by their outside interests. If a student spends 30 hours a week practicing with the high school band, it is assumed that he or she will not have the time to devote to a job. If, however, the student is working to pay tuition, car payments or insurance, for example, Burger King assumes that person has a real motivation to work.

Another important step in interviewing hourly employees is to check for cleanliness. Evaluating the applicant's general appearance is one obvious method, but some interviewers go a step further and check hands. "I ask them to put their hands on the desk or table," says Thelander. "Cleanliness is an essential part of the foodservice business and one that customers are emotional, rather than rational, about. Customers don't want dirty hands and fingernails."

Nonverbal signals can be helpful . . .

Other nonverbal signals during the employment interview can give the interviewer clues about the applicant. Here are a few examples.

Eye contact—If an individual makes eye contact, it is reassuring that what you tell them is being heard. Appropriate eye contact may suggest genuineness, normal social adjustment, confidence and sincerity. Avoidance of eye contact may signify self-doubt or instability. Excessive eye contact may suggest a tendency toward manipulation of people.

Body movement—Recruiters scouting for managers look for individuals who are not slumped but expressive, animated and involved in conversation. Purposeful body language is thought to be associated with leadership.

Dress—Experts agree that it is not the quality of the clothing but the appearance, coordination, style and neatness. Candidates should look like they are going to an interview. Jeans and a T-shirt show a lack of interest.

Handshake—Excessive vigor may suggest insecurity or a power orientation. Firmness may suggest self-confidence. Limpness may suggest lack of confidence or uncertainty.

Check references and credentials . . .

A reference check after the interview is a critical step. Some experts recommend throwing away the listed references, saying it is more useful to talk to former bosses or associates. This may well be good advice since, according to a 1982 study conducted by the New York executive search firm Thorndike Deland Associates, falsifying credentials is common. Candidates are most likely to conceal job performance (25 percent), compensation history (22 percent), academic history (11 percent) and employment history (11 percent).

"Especially for management people, I do not ask the nice questions when I do a reference check," explains Hurst of 15th Street Fisheries. "I ask the bad ones, such as, 'Was there a drinking problem or a drug problem which influenced the person's work? Would you hire the person back?' If there is a great deal of hesitation, I generally don't make them go on but investigate further. If other references have similar hesitation, there is a problem." More specifically, many recruiters look for clues to determine if irregular attendance was a problem on the last job.

After the reference checking is complete and the candidate is selected and has accepted the position, the interviewer should take the time to contact the other serious contenders. This will leave a good impression with those applicants that didn't get the job.

In sum . . .

There is no such thing as the perfect candidate. Each person you interview will be strong in some areas and weak in others. The objective is to assess what assortment of qualities and package of skills you are most likely to get with the particular individual. Picking the person that most closely matches your needs will ensure a good working relationship and will minimize personnel turnover. In an industry with a high annual turnover, it makes sense to put forth the effort to spot the superstars. ❑

THE BOARD ROOM

Balestreri names new committee chairmen

To ensure the consistency of NRA's goals and maintain the momentum of the association's numerous programs, one of the first acts of incoming NRA President Ted Balestreri was to appoint new chairmen to the board-level committees that direct the activities of NRA for the year 1985-1986.

Responsibility for overseeing the internal operations of the association has fallen to these directors: **Jack A. Laughery** (Hardee's Food Systems, Inc., Rocky Mount, NC), chairs NRA's Audit Committee. **James A. Collins** (Collins Foods Internatinal, Inc., Los Angeles, CA), heads the By-Laws Committee; NRA's new treasurer, **Michael J. Grisanti** (Grisanti, Inc., Louisville, KY) directs the activities of the Finance Committee; **Stanton D. Elliott** (Stanton's Restaurants, Eureka, CA), heads NRA's Nominating Committee; **Larry Hilaire** (Hilaire Restaurants, Portland, OR), chairs NRA's Pension Committee and **Walter Conti** (Conti Cross Keys Inn, Doylestown, PA), heads NRA's Investment Committee.

Responsibility for supervising activities outside the association has been given to these directors:

Robert T. Clift (Banner Food Enterprises, Oklahoma City, OK), serves as chairman of the Energy and Technical Services Committee, which reviews activities regarding energy conservation and sanitation.

Donald H. Clinton (Clinton's Restaurants, Inc., Los Angeles, CA), chairs the Membership Committee, which supervises member services and recruitment.

Jim L. Peterson (Whataburger, Inc., Corpus Christi, TX), heads the Communications Committee, which oversees NRA's media relations program, the ***NRA NEWS*** and all promotional activity.

Harris "Bud" Rusitzky (Serv-Rite Corp., Rochester, NY), chairs the Convention Committee, which plans the annual NRA Show.

John F. Cauley, Jr. (Friendly Ice Cream Corp., Wilbraham, MA), oversees the operation of the Education and Research Committee, which supervises NRA's seminars, conferences and research proects.

John R. Farquharson (ARASERVE, Philadelphia, PA) chairs the Government Relations Committee, which monitors legislative and regulatory issues and directs the association's government relations effort.

W. W. Naylor (Naylor Brothers Restaurants, Inc., Los Angeles, CA) and **Richard E. Marriott** (Marriott Corp., Washington, DC) chair the Political Action and Political Education Committees, respectively. PAC seeks to promote and preserve the free enterprise system in the United States, and PEC educates NRA members and others in foodservice about the importance of active participation in all areas of government.

Victor J. Impeciato (Vittorio's, Atlanta, GA), chairs the Human Resources Committee, which oversees NRA programs relating to employee recruitment, training and management.

Stephen M. Huse (Noble Roman's, Inc., Bloomington, IN), chairs the State Communications Committee, which reviews NRA's liaison with the state restaurant associations.

NRA President Balestreri also appointed chairmen of five special task forces: **Robert S. Wood** (Bob Evans Farms, Inc., Columbus, OH), Efficiency in Government; **Michael Hurst** (15th Street Fisheries, Ft. Lauderdale, FL), Strategic Planning; **Robert H. Power** (Nut Tree Restaurant, Nut Tree, CA), Additives; **Robert M. Rosenberg** (Dunkin' Donuts, Inc., Randolph, MA), Labor Issues Study and **Joe R. Lee** (General Mills Restaurant Group, Inc., Orlando, FL), Alcohol Awareness.

--Dorothy Dee

NRA membership elects new directors

During the Annual Membership Meeting at the 66th NRA Restaurant, Hotel-Motel Show, the following new directors were elected to the NRA Board:

- **Victor Cassano,** Cassano's Pizza & Subs, Dayton, OH
- **Joseph Gentile,** Seafood Shanty Restaurants, Bensalem, PA
- **Florence Jaramillo,** Rancho de Chimayo, Chimayo, NM
- **Erik Jensen,** Nielsen's Restaurant, Elmwood Park, IL
- **William H. Latham,** Olde English Pubs Ltd., Jackson, MS
- **Paul Lazar,** Wharf Tavern, Inc., Warren, RI
- **Arthur McGreevy,** Llewellyn Farms, Morris Plains, NJ
- **Donald O'Neill,** Spring House Restaurant, Rochester, NY
- **Bernard Schreiner,** Schreiners Restaurant, Fond du Lac, WI
- **Jackie Trujillo,** Harman Management Corp., Los Altos, CA, and
- **Joseph Fassler,** Greyhound Food Mgmt. Corp., Phoenix, AZ

Board members re-elected to additional terms are:

- **Donald H. Clinton,** Clinton's Restaurants, Inc., Los Angeles, CA
- **James A. Collins,** Collins Foods International, Inc., Los Angeles, CA
- **Michael Hurst,** 15th Street Fisheries, Ft. Lauderdale, FL
- **Harry A. Kingeman,** Indian Trail Restaurant, Inc., Winnetka, IL
- **Harry Knowles,** The Manor, West Orange, NJ
- **W. W. Naylor,** Naylor Brothers Restaurants, Inc., Los Angeles, CA
- **Harris Rusitzky,** Serv-Rite Corp., Rochester, NY
- **C. Marshall Scott,** Marshall Scott Enterprises, Inc., St. Louis, MO and
- **Robert S. Wood,** Bob Evans Farms, Inc., Columbus, OH

The foodservice industry: a brief look at 1983

For the 16th consecutive year the National Restaurant Association has prepared information on the size and scope of the foodservice industry, including sales and purchases for major markets, such as educational institutions, health care facilities and employee feeding programs; number of establishments and alcoholic beverage sales. The figures and analyses reported here provide a summary of the foodservice industry's performance during 1983. To obtain more detailed information on foodservice in 1983, see the accompanying box which tells how to order a free copy of the complete report.

The foodservice industry: 1983 in review . . .

Foodservice industry sales totaled $151.1 billion in 1983—up 8.1 percent from $139.8 billion in 1982. Real sales (adjusted for inflation) rose 3.9 percent, marking the best performance for the industry since 1977. NRA projects strong real sales gains for the industry in 1984 and 1985.

The proportion of the food dollar spent on food away from home reached a new high in 1983. In 1983, consumers allocated 39.5 percent of their food dollar to meals and snacks outside the home—up from a revised 38.2 percent in 1982.

For the first time in more than five years, **customer traffic** posted gains in all four quarters of 1983. Customer counts were especially strong in the summer (up 3.2 percent) and the fall (up 5.2 percent).

Menu prices continued to post modest gains—up only 4.4. percent in 1983 versus a higher 5.3 percent in 1982.

Food and drink sales for the **Commercial Feeding Group** reached $130.2 billion in 1983—up 9.1 percent from $119.4 billion in 1982. After adjusting for inflation, real sales posted a substantial 4.7 percent gain.

Eating place sales reached $95.2 billion in 1983, a hefty 9.9 percent advance over 1982 sales of $86.6 billion. Inflation adjusted sales were up a strong 5.5 percent, approximating 1978's 5.8 percent gain.

Limited menu (fast food) restaurants recorded the largest sales gain among eating places in 1983—11.7 percent. This category also experienced the strongest real sales growth in the eating place sector—7.3 percent.

Food and beverage sales at **restaurants and lunchrooms**—establishments offering tableservice—reached $50.5 billion. This represents an 8.8 percent increase over 1982 sales of $46.4 billion and a real sales gain of 4.4 percent.

Grocery store foodservice, including convenience stores, recorded the largest sales gain in the foodservice industry in 1983—up 16.6 percent. Other segments which performed well include airline feeding, foodservice at recreation and sports centers, foodservice on passenger liners and gasoline service station restaurants.

Institutional Feeding Group sales reached $20.1 billion in 1983—up a mere 1.8 percent from 1982 sales of $19.7 billion. Inflation adjusted sales declined 0.8 percent.

Military Feeding Group food and beverage sales rose 7.3 percent in 1983, reaching $766 million.

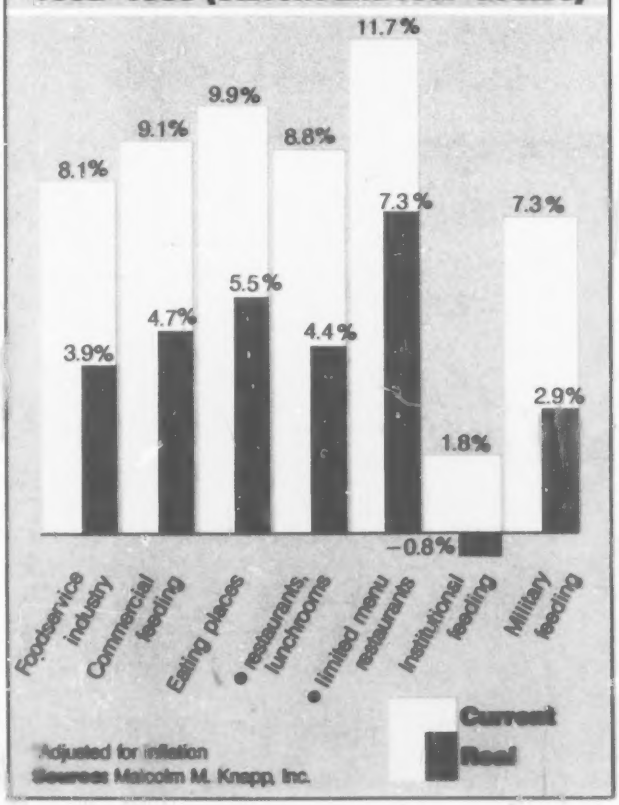
—Sallie Adams

For the complete report

For a copy of the detailed report, *The Foodservice Industry: 1983 in Review*, simply complete the card between pp. 40–41 and return it to the Research Department, National Restaurant Association, 311 First St. N.W., Washington, DC 20001. The report is free to NRA members. Non members must pay $10.00.

NRA's detailed report includes extensive data on the foodservice industry in 1983, including an analysis of all sectors of the eating place market as well as lodging places, educational feeding, employee feeding, health care feeding, transportation feeding, recreation feeding and military feeding.

Percent change in foodservice industry sales 1982–1983 (current and real* dollars)



*Adjusted for inflation
Source: Malcolm M. Knapp, Inc.

The statistical information and analyses for NRA's study on the size and scope of the foodservice industry in 1983 were prepared in consultation with the research firm of Malcolm M. Knapp, Inc.

Estimated food and drink sales and purchases, 1983

# of units	Type of establishment	Estimated food and drink sales (000) 1982	Estimated food and drink sales (000) 1983	Percent gain (loss)	Estimated food and drink purchases (000) 1983
	Group I: Commercial Feeding[1]				
	Eating Places				
123,657[2]	Restaurants, lunchrooms	$46,428,487	$ 50,514,194	8.8%	$17,889,602
113,110	Limited menu restaurants	35,320,916	39,453,463	11.7	13,414,178
6,069	Commercial cafeterias	2,677,713	2,883,897	7.7	1,037,546
3,570	Social caterers	1,067,746	1,147,827	7.5	422,366
7,846	Ice cream, frozen custard stands	1,072,369	1,174,244	9.5	353,447
33,990[3]	Bars and taverns	$ 7,905,065	$ 8,150,122	3.1%	$ 417,694[4]
	Food contractors				
	Manufacturing and industrial plants	$ 2,258,294	$ 2,393,792	6.0%	$ 1,077,206
	Commercial and office buildings	709,943	763,189	7.5	343,435
	Hospitals and nursing homes	989,038	1,033,545	4.5	413,418
	Colleges & universities	1,407,073	1,494,312	6.2	478,748
	Primary and secondary schools	719,533	762,183	5.9	302,676
	In-transit feeding (airlines)	548,688	618,920	12.8	297,051[6]
	Recreational and sports centers	1,075,677	1,175,715	9.3	405,622
	Lodging places				
13,906	Hotel restaurants	$ 5,944,444	$ 6,449,722	8.5%	$ 2,069,716
2,435	Motor hotel restaurants	1,032,536	1,119,269	8.4	360,709
13,378	Motel restaurants	1,655,546	1,791,301	8.2	592,297
	Retail hosts				
6,128	Drug & proprietary store restaurants	$ 357,771	$ 369,935	3.4%	$ 133,177
1,644	Gen. merchandise store restaurants	56,768	60,117	5.9	21,101
5,202	Department store restaurants	923,969	985,875	6.7	359,844
5,111	Variety store restaurants	246,911	252,837	2.4	91,021
3,967	Food stores (except grocery)	192,325	207,903	8.1	66,737
23,001	Grocery store restaurants	863,675	1,007,045	16.6	345,416
8,232	Gasoline service station foodservice	758,660	851,975	12.3	292,227
3,608	Misc. retail. (liquor, cigar, etc.[8])	322,155	349,538	8.5	118,144
	Recreation and sports				
2,882	Drive-in movies	$ 216,313	$ 232,104	7.3%	$ 71,952
3,933	Bowling lanes	645,774	677,417	4.9	242,515
N/A	Recreation & sports centers	797,372	912,093	14.4	314,672
3,267	Vending and non-store retailers[9]	$ 2,674,249	$ 2,860,377	7.0%	$ 915,321
N/A	Mobile caterers	500,353	537,379	7.4	177,335
393,962	**TOTAL—GROUP I**	**$119,369,363**	**$130,230,290**	**9.1%**	**$43,025,173**

Footnotes

1. Data are given only for establishments with payroll.
2. Figures are latest census area reports or merchandise line detail counts or updates when reliable data become available.
3. Unit count includes only those establishments serving food; however, sales figure[s] for all bars and taverns with payroll.
4. Food only. Cost of alcoholic beverages totaled $2,495,975,000.
5. Food and drink sales for non-payroll establishments totaled $2,992,506,000 with eating places accounting for $2,055,263,000 and drinking places $937,243,000.
6. Food purchase only.
7. Individual businesses, not locations. Contract feeders are included in eating place totaled in all Bureau of Census publications although their sales volume figures are significantly understated.
8. Includes SIC 59 except 591 and 596.
9. Includes sales of hot foods, sandwiches, pastries, coffee and other hot beverages.
10. School lunch commodities furnished in the calendar year 1983 under Secs. 6, 32 and 416 were worth $836,350,720. In addition, 182,948,460 half-pints of milk worth $17,413,520 were supplied.
11. Total number of colleges and universities which have foodservice whether contracted or not.
12. Represents sales or commercial equivalent to employees.
13. Sales (commercial equivalent) calculated for nursing homes and homes for aged only. All others in the grouping make no charge for food served.
14. All 50 states plus the District of Columbia.

***These institutions make no charge for food served.

Estimated food and drink sales and purchases, 1983

# of units	Type of establishment	Estimated food and drink sales (000) 1982	Estimated food and drink sales (000) 1983	Percent gain (loss)	Estimated food and drink purchases (000) 1983
	Group II: Institutional Feeding—Business, educational, government or institutional organizations which operate their own foodservice				
	Employee feeding				
3,762	Industrial and commercial organizations	$1,458,274	$1,504,939	3.2%	$ 699,797
460	Seagoing ships (1,000+ tons)	49,775	46,191	−7.2	27,715
4,248	Inland waterway vessels	225,174	215,492	−4.3	129,295
	Educational feeding				
90,979	Public & parochial elementary and secondary schools (89,617 national school lunch program)[10]	$2,464,112	$2,577,461	4.6%	$2,853,958
1,001	Public colleges and universities[11]	1,961,023	2,049,269	4.5	878,276
1,599	Private colleges and universities[11]	822,429	882,055	7.2	432,022
	Transportation feeding				
55	Passenger/cargo liners	$ 133,651	$ 153,164	14.6%	$ 84,240
96	Airlines	504,574	571,622	13.3	284,719
2	Railroads	31,358	35,157	12.1	18,406
	Hospital feeding				
4,104	Voluntary & proprietary hospitals	$5,527,620	$5,344,325	−3.3%	$2,137,730
1,679	State & local short-term hospitals[12]	844,557	793,128	−6.1	545,458
703	Long-term general, TB & psychiatric hospitals	887,548	871,542	−1.8	348,617
342	Federal hospitals[12]	381,711	366,057	−4.1	296,602
25,130	Nursing homes, homes for the aged, blind, orphans, mentally & physically handicapped[13]	$2,704,629	$2,793,879	3.3%	$1,716,458
	Miscellaneous				
10,310	Clubs	$1,275,330	$1,391,385	9.1%	$ 581,599
2,249	Sporting & recreational camps	115,250	119,284	3.5	71,570
15,210	Community centers	344,023	374,228	8.8	441,583
N/A	Convents & seminaries	***	***	***	105,519
	Penal institutions				
791	Federal & state prisons	***	***	***	$ 361,395
3,338	Jails	***	***	***	279,696
166,058	**TOTAL—GROUP II**	**$19,731,038**	**$20,089,178**	**1.8%**	**$12,294,655**
560,020	**TOTAL—GROUPS I and II**	**$139,100,401**	**$150,319,468**	**8.1%**	**$55,319,828**
	Food furnished to foodservice employees in Groups I and II	***	***	***	$ 3,775,735
	TOTAL—GROUPS I, II & FSE	**$139,100,401**	**$150,319,468**	**8.1%**	**$59,095,563**
	Group III: Military Feeding				
N/A	Defense personnel	***	***	***	$ 1,813,492
700	Officers' & NCO clubs (open mess)[14]	$ 471,367	$ 506,248	7.4%	182,249
556	Military exchange foodservice[14]	242,793	260,274	7.2	106,712
1,256	**TOTAL—GROUP III**	**$ 714,160**	**$ 766,522**	**7.3%**	**$ 2,102,453**
561,276	**GRAND TOTAL**	**$139,814,561**	**$151,085,990**	**8.1%**	**$61,198,016**

Source: Malcolm M. Knapp, Inc.

Who likes what, where

New restaurant concepts

New concepts are invading all sectors of the restaurant industry. Until now, no one has attempted to quantify their effect on the industry or their appeal to consumers. However, recently NRA commissioned the Gallup Organization* to survey consumers about their preferences for 15 different restaurant concepts or specialties. The results are a first public glimpse at the demographics driving some of the most exciting new concepts in foodservice today.

The objectives of this survey were threefold:

- To identify the concepts that have received the widest acceptance among consumers.
- To pinpoint concepts poised for expansion.
- To identify specific market segments or consumer groups that find each new concept appealing.

The survey questioned consumers about their visits to specialty restaurants in the past three months and their likelihood of visiting such restaurants if the opportunity existed. As shown in the accompanying table, the specialties ranged from barbecue to display cookery.

Four out of 10 have tried pizza delivery . . .

The question asked of all adults was "In the past three months, have you eaten a meal or snack from a place that specializes in . . . . ?" The results show that pizza delivery is, by far, the most often tried restaurant concept or specialty. In the first three months of 1985 four out of 10 adults reported they had a meal or snack from a place specializing in pizza delivery. This translates into approximately 70 million people.

The market segments most likely to order delivered pizza are those that have a high interest in convenience. This includes the 18 to 24-year-old group, with more than six out of 10 respondents stating they had a pizza delivered. Nearly half of the respondents from households where the female head is employed full-time or where there are three or more members had a delivered pizza within the past 90 days.

Not surprisingly, pizza delivery is most common in the Midwest (46 percent) and the East (43 percent) and less common in the West (35 percent) and the South (36 percent). The reason: Several pizza chains are heavily concentrated in the Midwest and East.

Pasta and barbecue are regional favorites . . .

Four of the specialties included on the survey were tried by about one-third of the adults interviewed. These include:

- American regional cuisine (36 percent)
- Pasta (35 percent)
- Barbecue (34 percent)
- Hamburgers with a wide variety of toppings (33 percent).

Pasta and barbecue are especially popular in specific regions of the country. Easterners show a strong preference for pasta, with nearly half the respondents from the East reporting they had eaten a meal or snack from a restaurant specializing in pasta in the first three months of 1985. Barbecue restaurants are popular with Southerners. Forty-five percent of the adults from the South said they had eaten a meal or snack from a barbecue restaurant.

Gourmet hamburger restaurants are most likely to be tried by the baby boom generation. These include 18 to 34-year olds, individuals from households with incomes above $30,000, singles and working women. Nearly four out of 10 adults from these demographic groups reported they had eaten a meal or snack from an establishment with a liquor license that specializes in hamburgers with various toppings.

One-fourth have tried Asian fast food . . .

Although Asian or Oriental fast food is a relative newcomer to the restaurant industry, it is quickly catching on. Approximately 25 percent of those surveyed, or 44 million adults, reported eating Asian fast food in the first 90 days of 1985. (This high incidence may suggest that many consumers view the traditional Chinese takeout restaurant as an Asian fast food place.)

Not surprisingly, residents of the West (34 percent) and the East (31 percent) are most likely to have tried Asian fast food. Also, nonwhites, which include Asians, are likely users of Asian fast food concepts, with nearly one-third reporting a recent visit to such a place. College graduates, working women, singles and 18 to 49 year olds also said they had a meal or snack from a place specializing in Asian fast food in recent months.

Women and older consumers like diet and lite menus . . .

One out of four consumers tried a restaurant specializing in diet or lite menu items, according to the results of NRA's survey. Women, and particularly those employed part-time, are likely users of such es-

For more information

NRA has published a more in-depth report detailing the demographic characteristics of individuals who have tried these 15 different restaurant concepts or specialties in the first three months of 1985 and those who are likely to try them if they have the opportunity. Extensive information by age, sex, household income, household size, marital status and region of the country is provided in this report, *Consumer Preferences for New Restaurant Concepts*.

The cost to NRA members is $10.00 (plus $2.00 shipping and handling), and the cost to non-members is $20.00 (plus $2.00 shipping and handling). Residents of Washington, DC, must add a six percent sales tax. Illinois residents must add seven percent. Chicago, IL, residents must add an additional one percent sales tax, bringing their sales tax total to eight percent.

To order, contact NRA, 311 First Street, N.W., Washington, DC 20001 or call (800) 424-5156 or (202) 638-6100. *Payment must accompany all orders.* Credit card telephone orders are accepted. Please specify order number CS 800 when ordering.

tablishments. In addition, older adults are more interested in diet and lite menu items, with nearly three out of 10 people between the ages of 35 and 49 stating they had recently been to a restaurant that offered diet and lite items.

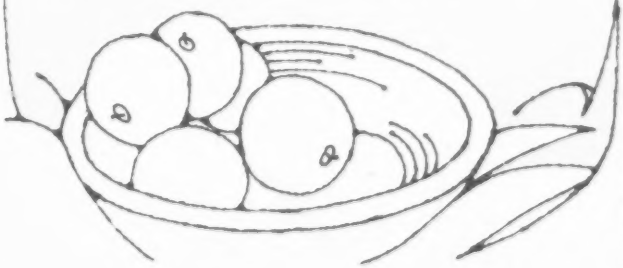
Consumers from upper income households and those who have a college education are also likely users of diet and lite menu restaurants. Individuals least likely to patronize such places include males, adults 18 to 24-years old, adults with less than a high school education and people from households with five or more persons.

Consumer patronage of specialty restaurants

Specialty restaurant	Proportion of patronage*
Pizza delivery	40%
American regional cuisine	36
Pasta	35
Barbecue	34
Hamburgers with a wide variety of toppings; alcoholic beverages available	33
Premium ice cream	32
Freshly baked cookies	29
Diet or lite menu items	26
Oriental fast food	25
Gourmet, ready to eat take out foods	18
Marinated, broiled or Mexican style chicken	17
Spicy, Cajun-style cooking	14
Display cooking in front of patrons	12
Sushi or sashimi	7
Mesquite grilling	5

**Number of adults who have patronized restaurants in the first three months of 1985.*

Source: *Consumer Preferences for New Restaurant Concepts*, National Restaurant Association, April, 1985.



Ice cream and cookies—a big hit . . .

Three out of 10 adults surveyed reported they had been to either a restaurant specializing in premium, hand dipped ice cream or a place specializing in freshly baked cookies. Younger consumers are the most likely to patronize such places, with 42 percent of the 18 to 24-year olds reporting a recent visit to an ice cream restaurant and an even higher 44 percent of the group reporting a recent visit to a place that offers freshly baked cookies.

Working women show a preference for these dessert items—35 percent have been to an ice cream place and 36 percent have purchased a freshly baked cookie. Households with three or more people, where at least one of the individuals is likely to be a child, also are likely patrons of restaurants specializing in ice cream and cookies.

Regional concepts relatively unknown . . .

Four of the restaurant concepts included on this survey were tried by fewer than one in five adults:

- marinated, broiled or Mexican style chicken
- spicy, Cajun-style cooking
- sushi or sashimi and
- mesquite grilling.

Part of the reason for the low-trial figures is due to the concentration of these concepts in the South and the West. In addition, they involve relatively unknown or unusual methods of preparation. However, even the least tried, mesquite grilling, has been tried by nearly nine million adults in the first three months of 1985.

The demographic groups most likely to try these concepts include 25 to 34-year olds, college graduates, working women and upper income households. This is particularly important since these are the segments that are likely to grow most rapidly through the remainder of this decade.

People are eager to try new concepts . . .

NRA also wanted to discover the potential market for these 15 restaurant specialties or concepts. Respondents were asked how likely they would be to try these restaurants in the future if they had the opportunity. Only those who did not eat in each type of restaurant in the three months prior to the survey were queried about their future habits. The types of restaurants that elicited the greatest interest were those offering premium, hand dipped ice cream (37 percent likely to try), barbecue (35 percent likely to try) and freshly baked cookies (30 percent likely to try).

At least one in five said that if they had the opportunity they would be likely to try a restaurant specializing in pasta (28 percent), American regional cuisine (27 percent), hamburgers with a variety of toppings (24 percent), pizza delivery (24 percent), display cooking in front of patrons (22 percent), Asian fast food (21 percent) and gourmet, ready-to-eat takeout foods (20 percent).

The other concepts will each enjoy significant growth as well. For example, although only eight percent of the respondents said they are likely to try sushi or sashimi, this figure trans-

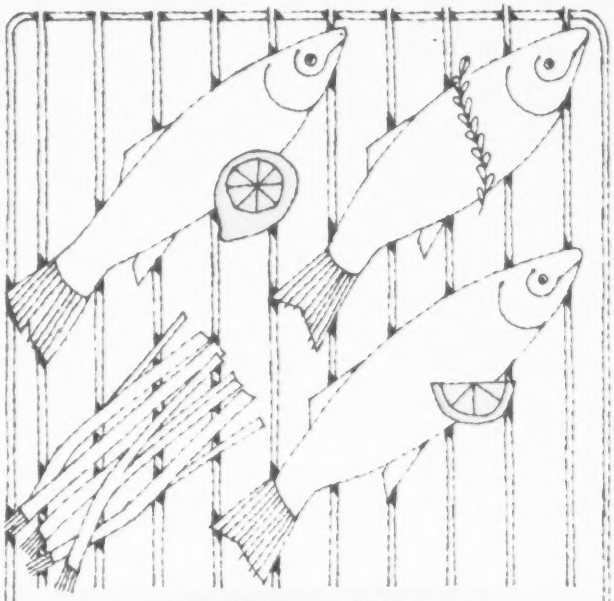
lates into 12 million adults—a significant number. In addition, 12 percent, or 18 million adults, indicated they would try a restaurant featuring mesquite grilled menu items, and 16 percent, or 25 million people, reported they would try a restaurant specializing in Cajun-style cooking.

Young adults most likely to try new concepts . . .

Young adults—primarily those between the ages of 18 and 24—have the greatest tendency to experiment with new restaurant concepts and foods. Half the young adults indicated they would try premium, hand dipped ice cream; barbecue; freshly baked cookies; pizza delivery and pasta, if given the opportunity.

Working women, adults between the ages of 25 and 34, upper income people and college-educated individuals also display a tendency to try many of these new restaurant concepts. In particular, they would like to visit pasta restaurants, barbecue restaurants, gourmet hamburger places, establishments that offer display cooking in front of patrons, gourmet take out operations, pizza delivery restaurants and places that specialize in Cajun-style cooking.

Certain regions of the country appear to be strong expansion areas for many of these concepts. For example, Southerners and Westerners report a strong tendency to try restaurants specializing in mesquite grilling and Cajun cookery, perhaps because they are best known in these areas. Westerners are likely to try sushi restaurants—one out of 10 said they would likely try such a place. Mexican-style chicken, not surprisingly, would find most favor in the South (19 percent) and West (20 percent). On the other hand, Oriental fast food appears to be desired in all regions of the country, with the possible exception of the South. More than two out of 10 respondents from the East, West and Midwest reported they would try an Asian fast food establishment versus only 17 percent of the Southerners.

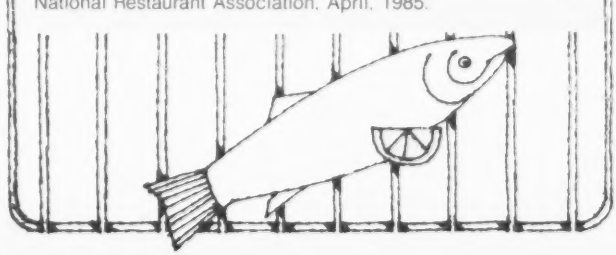


Likelihood of trying specialty restaurants

Specialty restaurant	Percent responding . . . * Likely	Uncertain	Unlikely
Premium ice cream	37%	16%	46%
Barbecue	35	18	44
Freshly baked cookies	30	14	55
Pasta	28	15	55
American regional cuisine	27	19	50
Hamburgers with a wide variety of toppings, alcoholic beverages available	24	16	58
Pizza delivery	24	13	61
Display cooking in front of patrons	22	16	60
Oriental fast food	21	13	64
Gourmet, ready to eat take out foods	20	17	61
Diet or lite menu items	19	16	62
Marinated, broiled or Mexican style chicken	17	15	66
Spicy, Cajun-style cooking	16	10	70
Mesquite grilling	12	9	66
Sushi or sashimi	8	6	80

*Asked only of those respondents who had not tried the restaurant specialty in the first three months of 1985.

Source: *Consumer Preferences for New Restaurant Concepts*, National Restaurant Association, April, 1985.



Consumers are seeking diversity . . .

The results of this study reveal that consumers are seeking diversity in their eating out choices. They want convenience as exhibited by the high trial rate and likelihood of trying pizza delivery and gourmet take out. They like quick snack foods, such as premium, hand dipped ice cream and freshly baked cookies. And they like to be entertained as exhibited by the popularity of places that specialize in display cooking in front of patrons.

Perhaps the more important result from this survey is the fact that specific demographic segments—the young, the educated, the upper income, singles and working women—are especially interested in these new restaurant concepts and specialties. These are the demographic groups which not only are expected to grow rapidly in the coming years, but also these are the people who enjoy eating out and do so frequently.

—Bette Hoyt

**In March, 1985, the National Restaurant Association commissioned the Gallup Organization to conduct a survey of adults concerning their use of and likelihood of using 15 different restaurant concepts or specialties. A total of 2,069 men and women, 18 years of age and older, were interviewed by telephone during the two weeks beginning March 11 and ending March 31, 1985.*

How your customers decide what to tip

The prospect of tips often keeps wait staff on their toes—and with good reason. Results from a recent Gallup survey* indicate that the amount of money restaurant customers leave as tips depends on their satisfaction with the service they receive. Less than a quarter of the respondents said they always leave the same tip.

Friendly courteous service key . . .

Service ranks number one with patrons when deciding what amount to tip a waiter or waitress. Eighty-five percent of those surveyed agreed with, "The amount I leave as a tip depends on my satisfaction with the service I get."

Because the word service connotes many things, consumers were questioned about their most important considerations in deciding what amount of tip to leave. Half (50.4 percent) said courteous/friendly/polite service was their most important consideration. About one-third indicated that quick/fast/prompt service was important, and an additional one out of three said good service was an important consideration. Twenty-five percent reported that the attentiveness of the waiter or waitress was considered when deciding the tip.

Other criteria mentioned by fewer than one out of 10 respondents included kind of meal eaten, extent of service received and kind of restaurant.

Information from NRA's *Consumer Expectations with Regard to Dining at Atmosphere Restaurants* provides some insight into how patrons expect to be served. Generally, they want to be greeted with a smile, seated and served promptly and asked if the meal is all right. Restaurant patrons are particularly interested in being made to feel at ease when they are dining out and nearly all patrons want their waiter or waitress to be knowledgeable about the menu and how items are prepared. In addition, they want to receive prompt attention to their needs, which includes having coffee cups refilled, emptying ash trays and bringing the check when the meal is over.

Quality service—important to men and women . . .

Men and women agree that quality service is an important factor when deciding how much to tip a waiter or waitress. A nearly equal number of men (86.1 percent) and women (85 percent) said they agreed that the amount they tip depends on their satisfaction with service. Women, however, appear to be slightly more concerned with aspects such as courteous service and good service. For instance, more than half the female respondents (52.1 percent) rated courteous and friendly service as an important consideration for determining the tip versus a smaller 48.3 percent of the males. Additionally, 40 percent of the women listed good service as a criteria, while only 34.2 percent of the men did so.

Men, on the other hand, were more likely to report they always pay the same amount or percentage when they tip. Nearly 18 percent of the men said they did so versus 9.8 percent of the women. However, when men and women were asked to agree or disagree with, "I always tip the same percentage," equal proportions (25 percent) agreed. This might indicate that many women, who indicated they always tip the same percentage, do not really do this, but base more of their decision on the dining experience.

There are also differences in the way working and non-working women determine the tip. More than 62 percent of the women who work part-time and 56 percent of those who work full-time indicated that courteous service is an important criteria versus 46.1 percent of the women who do not work outside the home. In addition, an attentive, on-the-ball wait person is an important consideration for more than three in 10 working women, while slightly more than two in 10 non-working women said that it was a criteria. Interestingly, women who do not work are more inclined to always tip the same percentage than women who do work. More than three in 10 non-working women agreed with the statement, "I always tip the same percentage" compared with women who work full-time (18 percent) and part-time (18.9 percent).

Younger consumers look for quality . . .

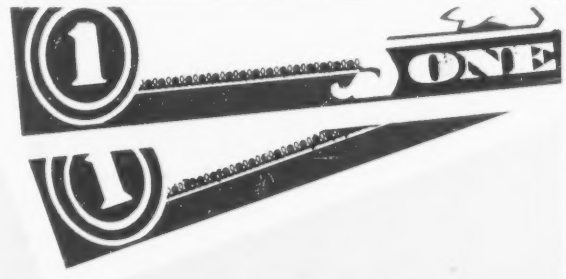
Younger consumers tend to emphasize the quality of service as a tipping consideration more than do older respondents. Most notably, 91.7 percent of the 25 to 34 year olds revealed they agree that the tip they leave depends on their satisfaction with service. A substantial 89.2 percent of the 35 to 49 year olds and 87.7 percent of the 18 to 24 year olds also share this sentiment. This compares with a somewhat lower 82 percent of the 50 to 64 age group and 73.1 percent of the respondents 65 and older.

In particular, younger patrons are more likely to base the tip on courteous

Criteria used to determine amount of tip

Criteria	Total
Courteous/friendly/polite service	50.4%
Quick/fast/prompt service	37.3
Good service	37.2
Attentive/alert waiter/waitress	25.4
Always pay same amount/percentage	13.4
Kind of meal	10.2
Extent of service	6.1
Kind of restaurant	3.5
If it makes me feel important/good	2.7
Quality of food	2.3

Note: Multiple responses were allowed.
Source: *Gallup Monthly Monitor of Eating Away from Home*, NRA proprietary question, February/March, 1985.



Criteria used to determine amount of tip by age

Criteria	18–24	25–34	35–49	50–64	65+
Courteous/friendly/polite service	54.0%	61.7%	52.6%	45.6%	35.5%
Quick/fast/prompt service	31.0	43.8	39.3	40.5	26.2
Good service	31.0	43.1	41.2	39.9	26.5
Attentive/alert waiter/waitress	29.8	29.0	26.7	25.0	16.3
Always pay the same amount/ percentage	15.5	7.6	10.9	17.1	19.2
Kind of meal	12.3	10.2	9.1	7.9	11.8
Extent of service	6.3	7.6	5.2	4.7	6.4
Kind of restaurant	5.6	3.6	3.7	1.3	3.2
If it makes me feel important/good	0.8	2.4	2.7	4.4	2.9
Quality of food	2.0	2.9	3.5	1.9	1.0

Note: Multiple responses were allowed.
Source: *Gallup Monthly Monitor of Eating Away From Home*, NRA proprietary question, February/ March 1985.

and quick service than are older patrons. More than six in 10 respondents in the 25 to 34 age group rated courteous and friendly service as an important criteria, followed by 54 percent of the 18 to 24 age group and 52.6 percent of the 35 to 49 group. Senior citizens gave courteous and friendly service a considerably lower rating—only 35.5 percent placed importance on this factor. The 25 to 34 age group also considered quick service important for determining the tip. Almost 44 percent of this group reported they take quick service into consideration versus 26.2 percent of respondents 65 and older.

On the flip side, older Americans are far more inclined to leave the same gratuity than are younger consumers. Two in 10 respondents in the 65 and older group reported they do so versus a considerably lower 7.6 percent of the 25 to 34 year olds. When questioned directly, an overwhelming 44.7 percent of the respondents in the 65 and over group agreed that they repeatedly tip the same percentage, while only one-fifth of the 25 to 34 year olds agreed.

Frequent diners have higher expectations . . .

Frequent restaurant patrons have higher expectations for the quality of service they receive than do less frequent patrons. Nearly nine in 10 very frequent patrons (those who dine out four or more times a week) said they base the tip on the quality of service. In comparison, 77.9 percent of the infrequent patrons (those who eat out less than once a week) agreed that the tip they leave depends on service.

Customers who dine away from home frequently are also more concerned with factors such as courteous and quick service. Nearly 57 percent of the frequent patrons (those who eat out two or three times a week) indicated that courteous service is a very important criteria for determining the tip. In comparison, slightly under 53 percent of the consumers who dine away from home once a week (occasional patrons) emphasize friendly service while only 40.1 percent of the infrequent diners require courteous service.

Very frequent restaurant patrons are the most likely group to emphasize quick service, with more than four out of 10 individuals from this group indicating this is important. Frequent patrons also tend to base the tip on speedy service—41.3 percent. In comparison, a considerably smaller 25.4 percent of infrequent customers reported basing the tip on quick service.

On the other hand, infrequent and occasional restaurant patrons are more inclined to always tip the same percentage. When examining consumer attitudes, three in 10 of those who revealed they dine out less than once a week agreed they always tip the same percentage. This compares with a somewhat smaller 22.6 percent of patrons who dine away from home two or three times a week and 26.5 percent of the patrons who dine out four or more times.

Should management know the size of tip? . . .

Should management be privy to the amount customers tip their waiters and waitresses? The answer is no, according to an overwhelming 84 percent of those surveyed. Only one in 10 consumers felt that management should know how much gratuity their wait personnel receive, while 5.1 percent had no opinion.

This belief is held by all demographic groups in nearly equal proportions.

In sum . . .

When they dine away from home, consumers generally will base the tip on their satisfaction with the service. Not only do waiters or waitresses who provide courteous, quick and overall good service receive generous tips, but they also probably play a large role when customers make a decision to return to a restaurant.

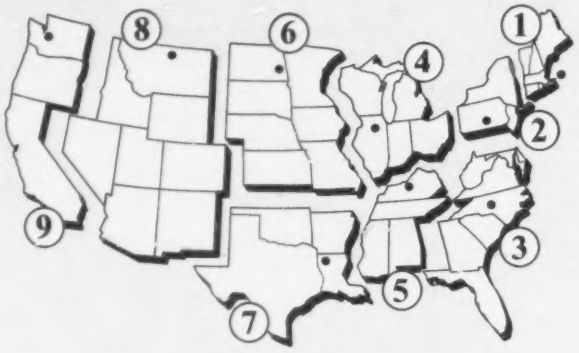
—Susan Adelman

* The Gallup Monthly Monitor of Eating Away from Home. *The interviewing for NRA's tipping question took place between February 11 and March 3, 1985. Telephone interviews were conducted with approximately 1,000 adults 18 years of age and older. On the survey NRA included the question, "What are your most important considerations when deciding what amount of tip to leave?" Respondents also were requested to rate, on a scale of one to five, their agreement or disagreement with the following statements, "The amount I leave as a tip depends on my satisfaction with the service I get" and "I always tip the same percentage." In addition, the survey asked respondents whether or not restaurant management should know the amount of tip left by a customer.*

How's Business?

by Cecelia Niepold

In general, restaurateurs are optimistic about business and continue to try to attract and keep customers with new promotions and special menu items.



1 NORTHEAST

Location: Portsmouth, RI
NRA members: Anna and George Karousos
Operation: Sea Fare Inn
Profile: Fine dining establishment
In business: 5 years
Seats: 278
Meals served: Lunch, dinner

"We're doing great—Business has increased about 32 percent," says **Anna Karousos,** co-owner of Sea Fare Inn. She attributes this success to close personal involvement. "We don't have any managers. We work the business by ourselves," she explains. Mrs. Karousos and her husband also focus on quality, consistency and customer needs.

The Sea Fare Inn is a fine dining establishment emphasizing continental cuisine. Specialties include seafood dishes with light nouvelle sauces. Fresh vegetables, fruits and herbs grown on the Karousos' seven-acre farm lend a personal touch to the menu.

2 MIDDLE ATLANTIC

Location: Bird-in-Hand, PA
NRA member: Robert Lapp
Operation: Plain and Fancy Farm
Profile: 2 restaurants, several shops and a museum
In business: 26 years
Seats: 800 and 125
Meals served: Breakfast, lunch, dinner

"We've had a fairly good spring. Tour group business has been off slightly, but individual customer counts have been up," says **Robert Lapp,** owner of the Plain and Fancy Farm.

Located in the heart of Pennsylvania Dutch country, the Plain and Fancy Farm offers a hospitable taste of Amish and Mennonite culture. Craft shops, a traditional Amish house, buggy rides and local food specialties are among the attractions.

The main dining facility, a large renovated barn, offers family-style service. Waiters serve heaping platters, which include the three main entrees of the day, a variety of vegetables, rolls and several desserts. Platters are continually replenished. Tables seat 10, and strangers are often seated together. The wait staff makes sure customers are introduced to each other, encouraging the formation of new "families" and friendships.

3 SOUTH ATLANTIC

Location: Charlotte, NC
NRA member: Robert Smoots
Operation: Eli's on the East Limited
Profile: Fullservice restaurant and catering operation
In business: 4 years
Meals served: Lunch, dinner

"Business has been excellent," says **Robert Smoots,** owner of Eli's on the East Limited. The Charlotte area is benefiting from the overall growth of the Southeast, he explains.

Eli's, located in a restored Victorian house, offers a warm, intimate atmosphere. The restaurant is divided into the four major rooms of the original house. Each contains only four to seven tables and can be closed off to accommodate private parties. Nightly specials, such as fresh fish and veal dishes, are described on a menu board. The nightly specials have been very successful; they comprise 65 percent of the total dinner sales each night.

Smoots has started a catering operation in conjunction with the restaurant. One specialty is the executive lunch box service. Unusual packaging, such as containers shaped like small briefcases or blueprints of houses (for a local realty group), have become signature items. Smoots has found that the rapidly growing catering service also provides excellent word-of-mouth advertising for the restaurant.

4 EAST NORTH CENTRAL

Location: Utica, IL
NRA member: Jo Schmidt
Operation: Starved Rock Lodge
Profile: Lodge with 2 dining rooms and meeting facilities
In business: 46 years
Seats: 300
Meals served: Breakfast, lunch, dinner

"Business has begun to pick up since more people are traveling," says **Jo Schmidt,** owner of the Starved Rock Lodge.

Located in a large state park near the Illinois River, the Starved Rock Lodge features 45 guest rooms, 12 rustic cabins nestled in a wooded area and two dining rooms that primarily serve American dishes. Customers include individual travelers as well as conference attendees.

The lodge, a stone and log structure, offers a taste of yesteryear. Huge fireplaces, pine-panelled rooms and open-beamed ceilings provide a comfortable, warm atmosphere.

5 EAST SOUTH CENTRAL

Location: Louisville, KY
NRA member: Thomas Strohmeier
Operation: Kingfish Restaurants
Profile: 4 seafood restaurants
In business: 37 years
Seats: Average—250
Meals served: Lunch, dinner

"Business is going fairly well—somewhat better than last year," says **Thomas Strohmeier,** vice president of Kingfish Restaurants. According to Strohmeier, the local economy has not been very good. The area is in a transitional stage, changing from manufacturing to a service-based economy.

The Kingfish Restaurants serve a large variety of seafood items and offer both dining room and carryout service. Cod dishes are the most frequently ordered items. Customers can choose among 10 to 12 different cod entrees, ranging from sandwiches to platters.

Strohmeier has noticed a definite trend toward lighter food among his customers. "There is a great demand for broiled items," he explains. He recently added four large seafood dinner salads to accommodate customer preference for lighter meals.

6 WEST NORTH CENTRAL

Location: Fargo, ND
NRA member: Warren Ackley
Operations: Old Broadway Restaurant and Off Broadway Restaurant
Profile: 2 fullservice restaurants
In business: 10 years
Seats: 240 and 140
Meals served: Breakfast, lunch, dinner

"We had a little decline last fall, but things have turned around somewhat this spring," explains **Warren Ackley,** owner of the Old Broadway and the Off Broadway Restaurants. The economy in Fargo, basically a farming community, has not experienced much growth.

The Old Broadway and the Off Broadway are both fullservice theme restaurants. The Old Broadway has a turn-of-the-century atmosphere, while the Off Broadway has an art deco decor with movie posters and other entertainment-related knickknacks.

To attract customers, Ackley features novelty and ethnic promotions. For instance, a recent celebration centered around Norwegian Independence Day. Norwegian specialties and blue beer (to match the fjords) were served. "It was a lot of fun and gave customers a chance to try unfamiliar foods," explains Ackley.

7 WEST SOUTH CENTRAL

Location: Shreveport, LA
NRA member: Charlotte Anthony
Operation: Smith's Cross Lake Inn
Profile: Fullservice restaurant
In business: 30 years
Seats: 350
Meals served: Dinner

"Business has picked up considerably since the racing season opened," says **Charlotte Anthony,** manager of Smith's Cross Lake Inn. Nearby Louisiana Downs has a 105-day racing season that generally helps boost the restaurant's business.

Smith's Cross Lake Inn, located on Cross Lake in Northwestern Louisiana, specializes in catfish caught right in the backyard—Cross Lake. "Our blue-tailed catfish is the best in the world. It tastes like no other," boasts Anthony.

One thing special about Smith's Cross Lake Inn is its practically non-existent employee turnover. The inn hasn't hired a new waiter or waitress in 20 years. Consequently, the service staff has a very comfortable relationship with the customers. "When people walk in, the waiters call them by their name. It makes customers feel right at home," Anthony maintains.

8 MOUNTAIN

Location: Havre, MT
NRA member: Bill Dritshulas
Operation: Duck Inns Inc.
Profile: Motel with 2 restaurants and meeting facilities
In business: 48 years
Seats: Supper club—140, tavern—112, banquet rooms—400
Meals served: Lunch, dinner

"Business hasn't been too bad. This year should be better than last year," maintains **Brent Giachino,** manager of Duck Inns Inc. Havre, a town of 14,000, is located in a somewhat depressed agricultural area.

The Duck Inn includes a small motel, two restaurants and meeting facilities. The main dining room features a Mediterranean decor and offers steak and seafood specialties and a soup and salad bar. A recent addition, a Friday night seafood buffet, has been very successful.

The tavern serves burgers and sandwiches in an early 1900s atmosphere. Old photographs of Havre add a nostalgic touch. Some games, such as bingo, are also featured.

9 PACIFIC

Location: Lynwood, WA
NRA member: Bradford Augustine
Operation: Rare Bird Restaurants, Inc.
Profile: 3 fullservice restaurants
In business: 5 years
Meals served: Sunday brunch, lunch, dinner
Seats: Average—150

"Although the general economy has been fairly flat in the greater Seattle area, we should see an improvement in the spring and summer," says **Bradford Augustine**, president of Rare Bird Restaurants, Inc.

Augustine opened his third restaurant, Pelican Pete's, six months ago. Located in the Everett Marina near Seattle, the restaurant features waterfront dining and a contemporary menu with more than 64 entrees, including many fresh pasta and seafood items. To cater to the boating crowd, the restaurant offers a special boater's breakfast every Saturday.

Augustine is a firm believer in community-minded promotions. For instance, one upcoming promotion will mirror the annual charity wine auction held in France to benefit the Hospice de Beaune. Augustine plans to offer a five-course meal with different wines from the Hospice de Beaune vineyard and will donate the proceeds to the Children's Orthopedic Hospital. "It will expose people in Seattle to true Hospice de Beaune wine and benefit a local charity as well," he explains.

FOOD FOR THOUGHT

Busing teens to work

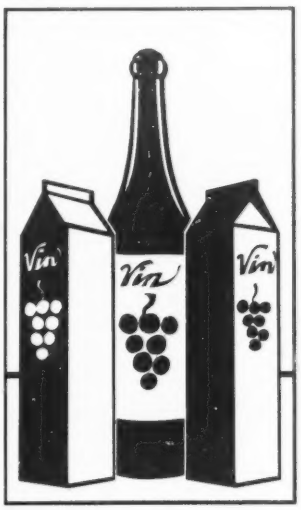
In today's hotly competitive teen job market, employers are often faced with a scarcity of applicants for hourly jobs. Higher salaries and extra fringe benefits are often held out as bait in many regions. This is ironic since there are often large numbers of unemployed youth located in nearby inner cities.

Recently in Boston, an industry council has responded by starting a bus system that transports urban youngsters to the high-

tech area along Route 128 where they find work running word processors and entering data.

—*Time* magazine

Wine: boxed or bottled?



Sommeliers may soon be inquiring not only if diners would prefer red or white wine with their meal but if they'd prefer wine served from a box or bottle as well. Tetra-Paks—aseptic containers of waxboard, cardboard or aluminum that are currently used for juice in the U.S.—are gaining acceptance abroad as wine containers, and they seem to be headed this way.

"These containers actually provide better protection for wines designated for early consumption," maintains Stanley Rose, executive vice president of Compagnie International des Vines, a company that recently began importing boxed European wines into the U.S.

Rose acknowledges that U.S. acceptance of boxed wines thus far has not been great. However, his company plans to overcome resistance by introducing a new 187-ml. size. "The 187 ml. will be our vehicle to get consumers used to the idea of the Tetra-Pak," he says.

How big is the 187 ml? It will fit into your shirt pocket.

—*The Maxfair Group, Inc.*

Ancient birthplace of haute cuisine

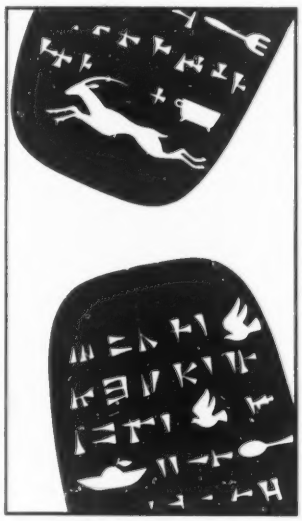
Mesopotamia, the strip of land between the rivers Tigris and Euphrates that is now part of Iraq, has long been called the cradle of civilization. Now it may also become known as the birthplace of haute cuisine.

Deciphering symbols on stone tablets housed at Yale University, French scholar Jean Bottero has discovered what are by far the oldest recipe books in existence. Written in an ancient Babylonian language, the recipes were apparently carved onto stone around 1700 B.C.

According to Boterro, the tablets reveal "a cuisine of striking richness, refinement, sophistication and artistry, which is surprising from such an early period." For instance, one tablet features recipes that include stag, gazelle and pigeon meat cooked in red, clear or tart stews with bread crumbs on top. Salt played a minor role in these culinary creations of long ago, while fats, oils and onions of every variety were used heavily.

Bottero theorizes that modern Turkish-Arabic cuisine is the likely evolutionary descendant of the cooking traditions created by the master chefs of Babylon.

—*New York Times*



Calories count at power lunches, too

Top corporate executives aren't concerned only about the bottom line. They're also worrying about their waistlines.

According to a survey of *Fortune* 500 presidents, conducted by Dietary Management Consultants, 30 percent of the 85 respondents watch their caloric intake at least half the time; 20 percent watch it all the time. Sixty-six percent said they are within 10 pounds of their ideal weight. Almost half said they exercise at least three times a week, and 65 percent don't snack.

However, not all looks good at the top: Although 46 percent are concerned about saturated fats, 56 percent eat fried main dishes one to three times a week. And 52 percent still add salt at the table.

—*USA Today*

Announcing two new foodservice management publications from NRA

BUILD YOUR BUSINESS

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As growing costs and heavy competition erode today's profit margin, foodservice operators must constantly look for new ways to build business. **Building Profits** is a collection of over 30 of the best articles from the *NRA News* on just that subject—your profits. Chapters zero in on maintaining controls as well as new profit centers and targeting potentially lucrative markets. By bringing together all this relevant information in one place, **Building Profits** becomes an excellent reference tool to use when planning a market strategy, developing next year's budget or looking for potential market opportunities.

MG280, 100 pages,
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Filling job openings in the foodservice industry with well-qualified candidates will be one of the major challenges facing the foodservice industry during the next decade. To aid foodservice operators in building a strong, productive, reliable staff, **Building Excellence** gathers together an outstanding group of articles from the *NRA News*. Articles delve into employee selection, motivation and retention. If you want to develop a long-term team of employees, **Building Excellence** should be the first place you look.

MG865, 56 pages, 1984,
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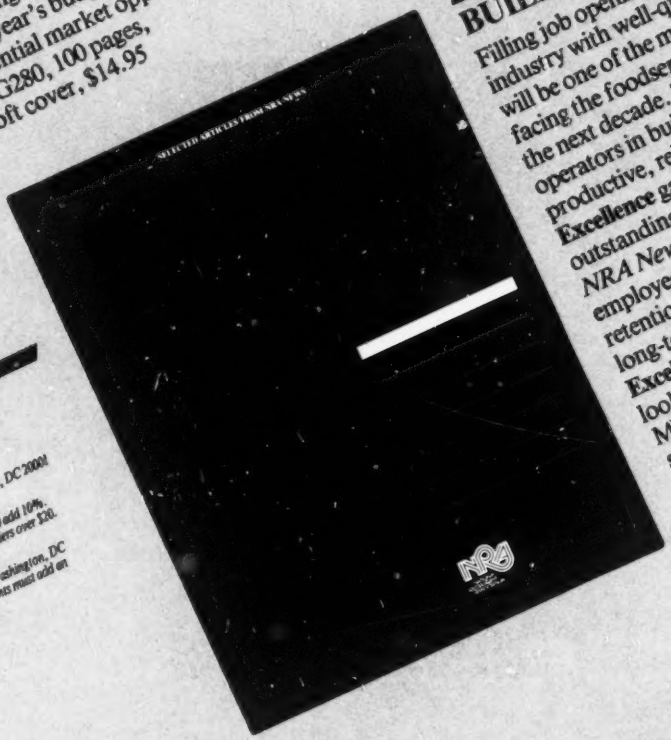

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